

PROJECT AND TASK ORDER MANAGEMENT PROCESS

This part of the handbook focuses on the lifecycle of a project. It begins with identifying requirements, works through procuring and managing the contract, and ends with project closeout. The flow chart below shows the five steps in project/task order management.

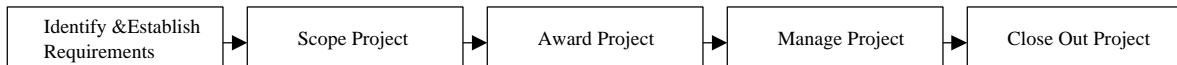
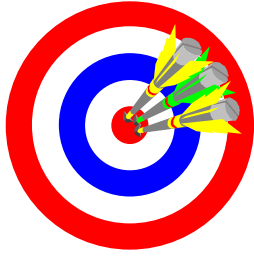


Chart 1: Project and Task Order Management Process

PART III is divided into five chapters.

Chapter 1	Identify and Establish Project Requirements Explains how a requirement is developed into a project
Chapter 2	Scope the Project Helps the Project Manager define and document the scope
Chapter 3	Award the Project Goes through the contract award process
Chapter 4	Manage the Project and Task Order Discusses managing a project day-to-day
Chapter 5	Close Out the Project Describes how to closeout a project once it is completed

Page left blank Intentionally



CHAPTER 1.

IDENTIFY AND ESTABLISH PROJECT REQUIREMENTS

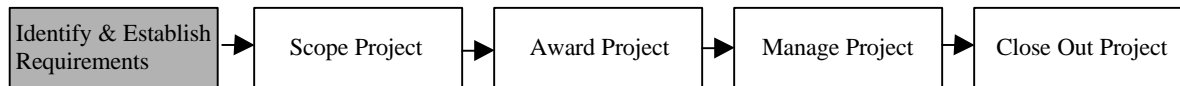


Chart1: Project and Task Order Management Process

The customer maintains responsibility for identifying and establishing project requirements. Project requirements must be defined, planned, validated, budgeted, and funded. Because of AFCEE's expertise, installations often request Project Manager assistance in preparing programming documents. Realistic programming and budgeting positions the project for success. If the project requirements are well defined and a realistic budget established, executing the remaining steps of the project management process becomes less complicated.

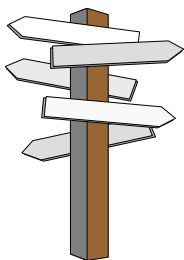
The Project Manager can assist the installation in preparing the programming documents (DD1391) and the line item narratives for each project. The technical support contractor can support the Project Manager in this effort. Line item narratives include:

- Project description
- Project requirement identification
- Impact to the installation if funding is not provided
- Project cost estimates

Many MAJCOMs publish detailed guidance on preparing Department of Defense Forms 1391. Project Managers assisting in preparing programming documents should review their customer's guidance. An example of a DD1391 can be found in the Appendix B-1.

As a service center, AFCEE also assists the MAJCOMs and the Air Force Base Conversion Agency (AFBCA) with peer/program reviews. Project Managers should coordinate with the Consulting Division (ERC) when requested to provide peer/program review support. In these reviews, the Project Manager, ERC, and other support personnel critique the installation's proposed program for the upcoming fiscal year. The support contractors can assist the Project Managers in this effort. The technical team evaluates the program for reasonableness in approach and appropriateness of estimated costs.

The Project Manager's project management responsibilities begin when the customer selects AFCEE to execute their project(s). At this time, the Project Manager receives the project in the form of a narrative description of the project or a DD Form 1391. Using these documents, Project Managers can move from this step to the next one, scoping.



CHAPTER 2.

SCOPE THE PROJECT

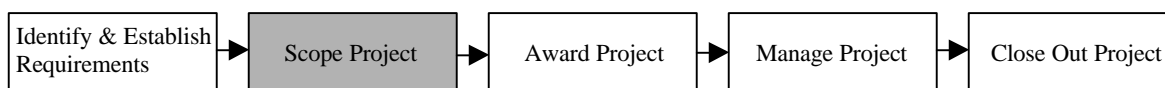


Chart 1: Project and Task Order Management Process

Scoping is a process in which project generalities are converted to detailed, well-defined task descriptions and cost estimates. Scoping begins when the Project Manager receives a project requirement from the customer. Typically, one project turns into one task order. However, more than one project may be combined under one task order. For example, if one base is performing environmental monitoring at several sites, the work may be combined under a single task order. Sometimes one project might be separated over more than one task order. For example, a customer may request a remedial action (site clean up) project and it may be separated under one task order for design, one task order for the remediation and one task order for the field oversight. In any case, it is important for the customer to track costs by their project number. This should be considered when deciding the relationship between project and task order.

The Project Manager can begin processing valid customer project requests before funds actually arrive at AFCEE. Check with your contracting officer to determine how far the request can be processed without funds being received.

The flowchart below identifies the three basic steps in scoping a project. This Chapter describes these steps in more detail.

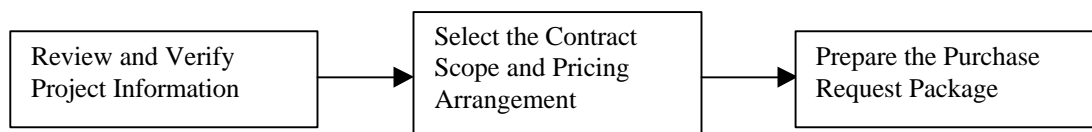


Chart 2: Scoping the Project Flowchart

2.1 Review and Verify Project Information

After receiving a project requirement, the Project Manager reviews available information regarding the project, assesses the project requirements, coordinates with the base and regulators, and verifies project requirements can be met by available AFCEE contracts. Additionally, data quality objectives (DQOs)

should be clearly defined early in the scoping process. Project Managers can consult with ERC. The project data required to establish an AFCEE project includes:

- Project title
- Project number
- Project description (either narrative or DD Form 1391)
- Project start date
- Funding source and amount
- Base and MAJCOM name

10.1 Select the Contract Scope and Pricing Arrangement

The next step is to determine if project requirements fall within the scope of one of the AFCEE contracts. To accomplish this, the Project Manager assembles a contractor selection team (at a minimum, the Project Manager and contracting officer). To ensure fair opportunity, the contractor selection team should review the requirements and consider the factors listed below in order to determine which contracts would provide the best value to the customer. In addition, the contractor selection team should consider utilizing one of AFCEE's small business contracts. Refer to Appendix A-2 for policy letters regarding contractor selection.

For study and design contracts consider:

- Contractor Capacity
- Contractor proximity to proposed work site
- Contract ceiling
- Time remaining on contract
- Worksite installation's input
- Contractor's performance

For remedial action contracts consider:

- Specific technical and/or management capabilities
- Proximity to proposed work site
- Availability of labor and resources
- Contractor's performance on prior task orders
- Schedule drivers (regulatory drivers, risk, reuse, obligation rates)
- Cost

Based on these criteria, the team selects the contractor. The contract pricing arrangement depends on what kind of work, how much is known about the site, and how high the potential is for changes to occur. Refer to Appendix A-2 for current policy letters regarding contractor selection.

The final step is to document the decision. The Project Manager documents the team's decision in a "Contractor Selection Memorandum" as shown in Appendix C. The Project Manager, contracting officer, and division chief (or technical assistant) should sign the memorandum. Refer to Appendix A-2 for current policy letters regarding contractor selection.

Prepare the Purchase Request Package

Once the project requirement is understood and the contract and contract vehicle are decided, the Project Manager must prepare the purchase request (PR) package. Appendix B-3, B-4, and B-5 helps the Project Manager to assemble the package. Elements in the PR package include:

- Ceiling Reservation
- Statement of Work
- Contract Data Requirement List
- Independent Government Cost Estimate
- Installation Support Memorandum

- Purchase Request (Form 36) or Bonafide Need Letter
- Memorandum to HSW/PKV
- Contractor Selection Evaluation Memorandum
- Points of Contact Memorandum
- Surveillance Plan Memorandum
- Ozone Depleting Substances Certification
- COR Designation Request
- Program Coordinator Concurrence Form

Each element of the PR package is crucial for awarding the task order. The purchase request commits funds to a specific task order and certifies availability of funds. The contractor selection evaluation memorandum documents the procedures used to select the contractor, the rationale used in contractor selection and documents other contractors who were considered. The points of contact memorandum defines the base point of contact, the contracting officer, and the contracting officer's representative. The surveillance plan defines field oversight roles and responsible parties. The statement of work defines the scope and project requirements. The CDRLs define the deliverables required of the contractor and govern the contractor's performance. The government estimate establishes the funding level. The Installation Support Memorandum defines what support the installation will provide to the contractor. Lastly, the COR designation letter informs contracting whom to assign as COR for the task order. The Project Manager is responsible for preparation of the PR package and may request support from the technical support contractor in preparing the SOW and government estimate or any other portion of the package. An example of a purchase request package can be found in Appendix C. Each of these steps will be briefly described in the next several sections.

Ceiling Reservation

As soon as the contractor is selected, the Project Manager can reserve contract ceiling. Contract ceiling is the dollar amount allocated to a specific contractor under the basic contract. Each task order uses up a portion of this contract ceiling. In order to manage this contract ceiling, each Project Manager must get approval to use a portion of it for new task orders.

A ceiling reservation form (Appendix B-2) is provided to the data specialist responsible for the chosen contract. The assigned data specialist, AFCEE contract manager, or contracting officer for a specific contract is listed in the contract spreadsheet which can be found in Appendix A-3 or can be seen on the "R" drive at R:/MS/datamgmt/ipt.xls.

The data specialist imports the information into a database and requests approval for the ceiling reservation from the AFCEE contract manager. Upon receipt of approval from the AFCEE contract manager, the data specialist assigns a task order number and returns the approved reservation request to the Project Manager.

Statement of Work

A Statement of Work (SOW) documents the scope of work that AFCEE is requesting from a contractor, and serves as the contractor's basis for developing technical and cost proposals. The SOW is the key component of the Purchase Request package and is the basis for developing the independent government cost estimate.

The information needed to prepare the SOW includes:

- Basic contract SOW
- Form 1391 or other programming document
- Site-specific background information or relevant reports
- Technical input from the customer

A task order SOW is prepared by utilizing the basic contract SOW and tailoring it to the specific requirements for the project. The basic contracts, modifications, and previous task orders can be found in the AFCEE "tech library." Templates of the basic contract SOWs can be found on the shared hard drive at R:/MS/datamgt/sows. Sections within the Basic contract SOW that do not apply to the project are omitted and replaced with the text "Not Applicable." Sections that do apply to the project are tailored to specific requirements of the project.

The contract number, task order number, date and page number should appear in the header of the SOW. The front cover of the SOW will include:

- Contract number
- Task order number
- Project number
- Project title
- Base
- Date

Paragraphs in the SOW refer to items that the contractor must give the government. These items are called contract deliverables. The Project Manager should review the various types of deliverables and determine which apply to the project. Each deliverable will have a Contract Data Requirement List (CDRL) associated with it. The data specialist will help the Project Manager identify which CDRL is required. The Statement of Work will include references to these CDRLs at the end of the applicable paragraph (i.e., CDRL A156).

The SOW also identified specific types of status reports that the contractor must deliver on a regular basis. The type of report depends on the type of task order and the dollar amount. Table 1 on the next page briefly describes each of these reports and when they are used. Project Managers can also consult with the data specialist and/or cost and schedule team regarding these reports.

Cost Report Type	Description/Purpose	Dollar Value Guidelines
Cost Performance Report (CPR)	<ul style="list-style-type: none"> For highly visible projects, those with multiple and/or complex technologies (generally construction), and projects of high dollar value. Generally used with cost plus fixed fee (CPFF) or cost plus award fee (CPAF) task orders. Provides an excellent, concise summary of variance problems at the requested detailed work breakdown structure (WBS) level, and their financial impact 	<ul style="list-style-type: none"> Task orders valued over \$5M
Cost/Schedule Status Report (C/SSR)	<ul style="list-style-type: none"> Abbreviated version of CPR Recommended for projects with moderate visibility, single technology, four or fewer sites and moderately high dollar values. Generally used with cost plus fixed fee (CPFF) or cost plus award fee (CPAF) task orders. Provides performance information against the value of a baselined schedule, providing an “earned value” measurement of the contractor’s past/projected performance (much the same as the CPR). 	<ul style="list-style-type: none"> Task orders valued between \$2M and \$5M
Performance and Cost Report (PCR)	<ul style="list-style-type: none"> Provides less detail than CPR and C/SSR. Contractor assesses own progress/performance, rather than utilizing earned value methods. Recommended for projects of lower complexity, generally labor intensive efforts such as time and materials task orders. Provides funds and manhours expended by task for current month and cumulative-to-date and percentage of work completed by task and overall for the task order. 	<ul style="list-style-type: none"> Task orders valued below \$1M
Contract Funds Status Report (CFSR)	<ul style="list-style-type: none"> High level, quarterly report utilized in conjunction with CPR or C/SSR. Does not measure contractor performance against earned value criteria, but provides insight into contractor funding requirements, estimates of future work, and estimated termination costs. Cross referenced against CPR or C/SSR Not required, team chief discretion 	<ul style="list-style-type: none"> Submit with CPR or C/SSR at team chief’s discretion
Funds and Man Hour Expenditure Report (FMER)	<ul style="list-style-type: none"> Most often used in conjunction with Time and Materials, or labor-intensive contracts. Does not use a resource-loaded schedule and, therefore, is not earned value based. Requires the contractor to provide an estimate at completion for labor, support, analysis and other costs. 	<ul style="list-style-type: none"> Minimum requirement for most task orders

Table 1: Cost Reports

Contract Data Requirement List (CDRL)

CDRLs provide information to the contractor about each deliverable required (see Appendix C, page 166). The basic contract contains all the possible CDRLs that the Project Manager may request. Project Managers may include a listing of the CDRLs with distribution information and number of copies, or submit project specific CDRLs. Once the draft SOW is complete, the Project Manager gives it to the data specialist. The data specialist will generate each CDRL and deliver them to the Project Manager for review. The data specialist will make sure that the CDRL is associated with the correct paragraph in the SOW, that the correct contract and task order number are entered. The Project Manager should pay particular attention to block 14 and 16. Block 14 tells the contractor who to distribute copies to and the number of copies each recipient should receive. Block 16 is the remark block. Usually this block describes when the item should be delivered (i.e., “submitted 30 days after contract award date, and thereafter, every 30 days”). It can also specify how many drafts of the report are required and whether a reproducible copy (such as a compact disk) is necessary.

The Project Manager reviews and edits the CDRLs and returns them to the data specialist. Some contracting officers or contracting specialists will want to review these before they are finalized. Following this review, the data specialist will print a final copy and return them to the Project Manager. The Project Manager signs the CDRLs and they are ready to be included in the PR package. The Project Manager may use a CDRL table instead of reproducing all the CDRLs in the SOW. Appendix C (page 167) contains a sample CDRL table. Project Managers should check with their contracting officer to make sure that this is an acceptable alternative to producing individual CDRLs.

Independent Government Cost Estimate

Using historical data and/or the negotiated rates for the selected contract, the Project Manager prepares a cost estimate. If a support contractor (A&AS) is used to develop the cost estimate, the Project Manager must thoroughly review it prior to designating it as the official government cost estimate. The cost estimate should be detailed and should include any assumptions used. It should be done in a spreadsheet and should include:

- Direct labor costs
- Materials and supplies
- Travel
- Subcontract costs
- Laboratory analysis
- Reproduction, shipping, telephone

- Totals

A number of sources may be used in developing the government cost estimate. These sources include: previous government cost estimates for similar work, cost data from contractor monthly status reports and invoices, current catalogs, and cost books applicable to the particular type of work.

Installation Support Memorandum

Installations provide a memorandum, usually signed by the Support Group Commander, which outlines what the base will do to support the contractor. It is not necessary to get a new base support memorandum for each project. Project Managers may get one memorandum at the beginning of each fiscal year that will apply for all projects awarded that year. A sample memorandum is included in Appendix C. Typical items included in this memorandum are:

- Digging permits processing information
- Assignment of accumulation points and staging areas
- Contractor drawings, reports, etc.
- Arrangements for base entry passes
- Arrangements for escorts (as necessary)
- Utility access information

Purchase Request (Form 36) or Bonafide Need Letter

When customers provide the project documentation, they will indicate whether or not the project is funded and when they expect AFCEE to receive those funds. If the customer cannot send funds immediately, a funds assurance letter must be included in the PR package. This includes a statement from the customer promising that funds will be provided and that the requirement has been validated as a bonafide need of the current year. A sample is shown in Appendix C. A PR package can be processed using the funds assurance letter to a certain point. Check with your contracting officer to determine how far in the process the package may proceed without funds at AFCEE.

Normally, funds arrive at AFCEE in the Resources Management Division (MSR) in one of five ways:

- Operating Budget Account Numbers (OBANs)
- Air Force Forms 616
- Military Interdepartmental Purchase Requests (MIPRs)
- Memorandum of Agreements
- Directly from SAF/FMB

Project Managers work with the installation and the budget analyst to arrange for funds to arrive at AFCEE. Environmental funds contain an accounting classification, also known as a fund cite. This data has sub-elements describing where the funds originated from and what they may be used for. One of these sub-elements is called the Element of Expense Investment Code (EEIC). This element describes what the funds may be used for. The table on the next page provides sample descriptions of the work that these EEIC codes may be used for.

EEIC	DESCRIPTION
53501	Preliminary Assessment/Site Investigation
53502	Remedial Investigation/Feasibility Study
53503	Interim Remedial Action
53504	Remedial Design
53505	Remedial Action
53506	Management
53507	Potentially Responsible Party (PRP)
536XX	Building Demolition Debris Removal (BDDR)
537XX	Other Hazardous Waste (OHW)

Table 2: EEIC Description Table

Note: Some accounting classifications do not have the above stated sub-elements, for example, DESC money.

You can also obtain a complete listing by following the instructions below:

1. Accessing this website: <http://c4server.safb.af.mil/afcdd/>
2. Click on “STIDS”
3. Under the “ENTER SEARCH CRITERIA” in the ACRONYM BOX, type in EEIC

4. Execute the search
5. After the search has been executed, select “FIND” (under the heading codes)
6. A listing of EEICs will be generated

If the customer sends the funds to AFCEE, then the Project Manager normally should prepare a Form 36 Purchase Request using Automated Business Service System (ABSS). Formal ABSS training should be taken when a Project Manager is new. Contact your division ABSS module manager to schedule training. Also, Appendix D-1 contains simplified instructions for using ABSS and Appendix C contains a sample Form 36.

10.3.7 AFCEE/ERB Spend Plan

AFCEE/ERB requires its contractors to submit a spend plan with the technical cost proposal. The spend plan, prepared by the contractor, certifies that 75% of the funds can be expended by September of the calendar in which the task order is being negotiated. If this condition cannot be met, the installation must submit an expenditure waiver stating the reason and an alternate timeline for expenditure. To facilitate 75% expenditure by September, projects are generally structured in separate, discrete packages such as work plans, construction, sampling, and operations and maintenance. The ultimate goal is to reach 100% expenditure by March of the following calendar year.

Although BRAC funds are five (5) year money, AFBCA treats them as O&M funding from an obligation and expenditure perspective. The reason for this is twofold. First, it increases the expenditure of “old funds” managed by DFAS, to avoid OMB reports to Congress, showing slow expenditure of BRAC funds. Secondly, it is to “train” the contract labor force, since, in the future BRAC environmental systems will be operated and maintained with single year O&M funding.

Other memorandums

The PR package must include several other memorandums. Examples of these are shown in Appendix C. Once a Project Manager has completed their first PR package, these letters will become standard for most packages. The purpose of each letter is described briefly below.

Memorandum to HSW/PKV is a transmittal letter requesting contracting support for the requirement. As a minimum, it should include: contractor, contract number, base, contract vehicle, period of performance, and the requested award date. It may also give a brief description of the project or information regarding the required award date.

Contractor Selection Evaluation Memorandum documents the decision to use a particular contractor.

Points of Contact Memorandum lists the names of the individuals that can be contacted at the base and AFCEE regarding this contract.

Surveillance Plan Memorandum describes how the Project Manager will oversee the contractor's work.

Ozone Depleting Substances Certification is a statement that the Project Manager must sign certifying that the contractor will not have to use Class I ozone depleting substances to complete the work.

Contracting Officer Representative Designation Request Letter is signed by the Project Manager's program coordinator. It requests that contracting assign the Project Manager as the Contracting Officer Representative (COR) and certifies that the Project Manager has the proper training to be a COR.

Program Coordinator Concurrence Form is the cover sheet for all PR packages. It is green for study packages (i.e., preliminary assessments, remedial investigations, site investigations, remedial design) and pink for remedial action packages. Appendix B-4 and B-5 contain these forms. Also, Appendix C has a sample cover sheet.

Submitting the Purchase Request Package

The final step in scoping a project is to submit the request package. The package should be submitted first to the Program Coordinator who will review the package, ask questions, and sign required memorandums. The Program Coordinator sends the package to the division chief or technical assistant for their review/concurrence, as required by your division. (Refer to Policy Letters in Appendix A-2). Next, the package is submitted to the contracting officer. Finally, the package is assigned to a contracting specialist (or buyer). This officially ends the scoping phase and begins the award phase described in the next chapter.



CHAPTER 3.

AWARD THE PROJECT

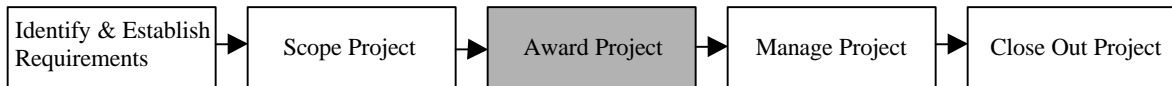


Chart 1: Project and Task Order Management Process

Once the purchase request package described in the last chapter reaches contracting, the award phase begins. Project Manager participation in this part of the process varies with each contracting officer and contracting specialist. During this phase, Project Managers should respond immediately to requests from the contracting officer or specialist. Any delays in responding can cause delays in awarding the project. Project Managers should not plan TDYs or extended leave during the award phase unless it is absolutely necessary.

This chapter describes the award process from the Project Manager's perspective.

The Buy Plan

When contracting specialists get the PR package, they will prepare what is called a "Buy Plan." It is a schedule of the critical milestones between receiving the package and awarding it. The milestones will be coordinated with the Project Manager and contract file documentation will include a copy of the buy plan with the Project Manager's coordination. The buy plan is specific for each project and depends on the type and size of the project and on the contracting specialist. The table at the top of the next page contains estimates of how long each of these steps take. This is provided to give the Project Manager a rough idea of when to expect the award to be complete. Project Managers should coordinate with the contracting officer and/or contracting specialist before making firm commitments with their customer on the date of award.

Milestone	Time and Materials	Fixed Price	Cost Plus
Requirement Identified to Contracting in a PR Package	1	1	1
Acquisition Strategy Panel Complete	2	2	2

Solicitation Issued	4	4	4
Proposal Received	18	24	29
Price Anal/Tech Eval/Audit	32	45	59
Negotiations Complete	40	55	69
PCO Signed	44	59	70
Award Mailed	45	60	74

Table 3: The Buy Plan Milestone Table

Request for Proposal (RFP)

Contracting reviews the PR package, prepares the RFP, and forwards it to the contractor. Some contracting specialists may want an electronic copy of the Statement of Work to send the RFP electronically. The RFP letter will include a suspense date for the submittal of the proposal. Typically, a contractor is given three - four weeks to submit the proposal. This allows the contractor enough time to assemble an accurate, well-prepared proposal. A pre-proposal site visit may be necessary for the contractor to understand the site and project requirements. The Project Manager coordinates the logistics for the pre-proposal site visit with contracting and provides answers to the contractor's technical questions. Contracting provides contractual interface between the technical function and the contractor.

Proposal Review

Once the contractor has submitted a proposal, it must be evaluated. During this activity, the Project Manager and contracting team members conduct independent reviews of the contractor's proposal. The Project Manager, possibly with support from the TECHNICAL SUPPORT contractor, performs a technical evaluation to ensure the contractor is proposing the appropriate labor mix, equipment types, supplies, analysis, and assumptions. Project Managers also coordinate with their customer regarding the contractor's proposal and the technical evaluation results. If Project Managers have questions regarding the contractor's proposal, they may ask contracting to conduct a fact-finding meeting with the contractor. During this meeting, the Project Manager can ask questions regarding technical issues or discuss the level of effort proposed by the contractor. Appendix B-7 contains a technical evaluation consideration checklist. Project Managers should refer to this checklist when preparing evaluating the proposal. Project Managers must present their technical evaluations in a formal memorandum to the contracting officer. Format for this varies and the Project Manager should review Appendix B-7 and discuss it with their contracting officer.

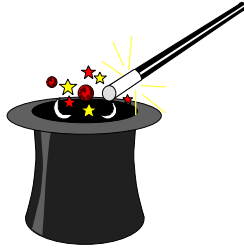
Contracting reviews the proposal for responsiveness and determines if the proposed amount is fair and reasonable.

Negotiation

After the proposal is reviewed, contracting prepares the package for negotiation with the contractor. Project Managers provide support to contracting on technical issues and may participate in negotiations (as requested by contracting). However, the Project Manager must understand clearly that the contracting specialist or contracting officer has responsibility to negotiate with the contractor. Contracting conducts and finalizes all negotiations for the Government.

Award

After negotiations are complete, contracting awards the task order, notifies AFCEE's resource managers (MSR) of the project obligation, and distributes copies of the contract. Typically, the contract is distributed electronically; however, hardcopies may be provided to the Project Manager. MSR updates the funding records to document the award and forwards copies of the obligation document to the customer. The Project Manager should update the computer database, notify the customer, and send award documents, if requested.



CHAPTER 4. MANAGE THE PROJECT AND TASK ORDER

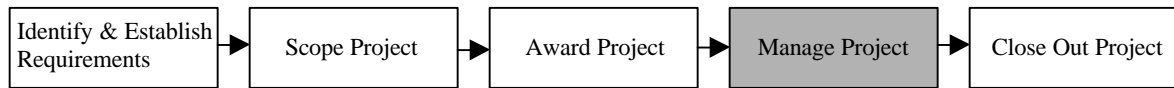


Chart 1: Project and Task Order Management Process

The next phase in the project and task order management process is the management phase. It is the day-to-day actions that must be done to keep the project running smoothly.

Set up Project Binder

Once contract ceiling and a task order number is reserved, the Project Manager begins organizing project information. It is important that all project files be consistently organized to enable support from other team members. The task order folder contains the Project Manager's official record of task order activities. An example of the standard task order folder tab configuration is in Appendix B-6. Index tabs for the project binder (also referred to as the COR Notebook) can be obtained from the division secretary.

Conduct Post-Award/Pre-Performance/Kickoff Meeting

The first step in managing a newly awarded TO is coordinating a pre-performance or post-award meeting. This meeting provides the opportunity for the Government and the contractor to discuss:

- Project responsibilities and authority levels
- Contractual issues
- Information Flow

- Field work effort
- Deliverables and delivery dates
- Schedules

The Project Manager coordinates the meeting and facilitates the discussions. The Project Manager must coordinate the meeting with the installation to ensure organizations affected by the project activities participate in the meeting. During the meeting, contracting identifies responsibilities and authority levels, discusses the contractual issues, identifies the Government reporting structure, and discusses project cost reporting and control. A pre-performance meeting checklist can be found in the Appendix B-9.

Coordinate with the Installation

Coordination and communication with the installation are crucial to the customer's satisfaction and take place throughout the project management activities. The Project Manager maintains primary responsibility for coordinating the project deliverables, meetings, schedule, and field work with the installation. As agreed in the "Base Support Letter," the installation will provide support to the contractor including access to the base/site, security procedures, quiet hours, etc.

Plan Field Work and Deliverables

The Project Manager works with the contractor and the customer during development of project work plans, project schedules, fieldwork activities, and final report requirements. The Project Manager provides background information to the contractor, coordinates field work schedules, and coordinates document development. The technical support contractor can support the Project Manager in any of these activities.

Track, Review and Accept Deliverables

The Project Manager tracks the contractor's deliverables to ensure adherence to the project schedule and cost. The AFCEE team, regulators, and customer review the contractor's deliverables. The Project Managers may use technical support contractors or the AFCEE consultants to assist in reviewing deliverables. The Project Manager reviews the deliverables, coordinates other technical reviews, consolidates review comments to the contractor, and approves all deliverables.

Schedule and Run Meetings

Communication is critical to the successful execution of any project. Many meetings take place on a day-to-day basis among the government and contractors to ensure frequent and effective communication. Specific issues should be discussed in forums including the minimum essential representation from affected organizations. In most cases, the SOW requires the contractor to be responsible for meeting agendas and minutes.

Supervise Field Activities

The contractor is responsible for continuous quality control of its products and services to ensure they meet the terms and conditions of the contract. The contractor's Quality Program Plan (QPP) is the management scheme that systematically applies the methods, inspection techniques, and sampling and testing procedures required to ensure that all materials, equipment, and workmanship conform to contract requirements. The government will provide quality assurance (QA) oversight of contractor activities, products, and services either through in-house government personnel, support contractors, or Title II contractor services. The COR will ensure that appropriate QA resources are utilized to oversee contractor field activities. During the award process, the Project Manager must develop the field oversight and surveillance plan. A sample is provided in Appendix C. All field oversight is logged on AF Form 1477, the Daily Inspection Record. This is commonly called the "Blue Book." The Blue Book records date of the site visit, arrival and departure time, weather conditions, contractor personnel present, delivered materials, contractor equipment, work observed, deficiencies, and the name and signature of the oversight personnel. Blue books can be obtained from the division secretary. Appendix B-10 provides a sample.

Review Status Reports

To control cost and schedule, Project Managers should fully utilize status reports provided by the contractor on a recurring basis as required in the statement of work and the CDRLs. Variances in budget or schedule are evaluated to determine whether they impact time schedules and financial objectives and what factors are contributing to the variances. Projected budgetary deficiencies should be identified to the contracting officer as soon as possible. AFCEE resource managers assist the Project Manager with cost and schedule reviews, helping to ensure the project is on track. The Cost and Schedule personnel automatically receive cost reports for all TOs over \$2 million, all CPAF TOs, and as requested by the CO/COR. They provide the CO/COR a report consisting of cost and schedule variances, estimate to complete TO, and an overall rating of the contractor. If you are using a spend plan, these status reports will be critical in monitoring expenditures.

Review and Sign Invoices

Along with the status reports, contractors submit invoices detailing the actual expenditures incurred during that period. The contracting officer's representative (COR) reviews the invoices to ensure that the work the contractor has invoiced has actually been performed. If adequate justification for invoiced costs is not provided, the Project Manager should request this information from the contractor. If Project Managers disagree with an item on the invoice, they should notify the contracting officer. After all issues are cleared, the COR approves the invoices and forwards them to the data specialist assigned to that contract.

Direct the Contractor

Be careful. As a Contracting Officer's Representative, the Project Manager has very little authority. Three types of direction can be given to the contractor after award of the contract. Each is briefly described below. If CORs are not sure, they should check with their contracting officer.

Technical clarification

Technical clarification may be given to contract activities that are within scope and do not impact the overall cost or schedule. For example, the statement of work may say that three wells will be sampled. The COR can identify which three wells to sample. The proposed need for technical clarification may be identified by the contractor or the COR. However, only the COR has the authority to provide a technical clarification after validating the need for the clarification and determining there is no impact to cost or schedule.

Technical Adjustments

Technical adjustments to contract activities may be necessary to accommodate changes to contractor work activities due to additional or changed information about the work effort. For example, changing which wells should be sampled. The proposed need for a technical adjustment may be identified by the installation, contractor, or the COR. However, only the COR has authority to issue a technical adjustment once the need has been validated, a determination has been made that the adjustment is within contract scope, and there is no impact to the overall cost and schedule.

Formal Changes

Formal changes to the contract are defined as re-directing work within the general scope of the contract that impacts costs, schedule, or quality and alters the specifications; government furnished facilities, site conditions, or period of performance. The contractor or the government may identify the need for a formal change to the contract, but only the CO has the authority to direct this type of change.

Interface with Regulator and Community

The relationship with the regulators and the surrounding community is an installation's responsibility. Most installations use Restoration Advisory Boards (RABs) to facilitate interactions with the regulators and the community. Installations may request Project Managers to participate in the installation's RAB meetings. The Project Manager supports the customer by developing a project strategy to present to the regulators and the community by providing technical input, and participating in meetings. The Project Manager continually updates the installation on the project cost, schedule, and deliverables. The TECHNICAL SUPPORT contractor can support the Project Manager in this effort.

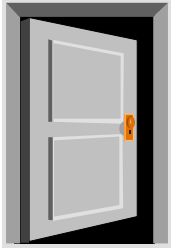
Manage Project Information

Database management programs vary from one directorate to another. It is critical to maintain a database with pertinent information regarding your projects such as project number, contractor, type of work, award data, funding, task order number, etc. Keeping

information up to date will not only help Project Managers organize and plan their work, but it will allow their supervisors with easy access to quick information without having to ask the Project Manager.

In early Fall 2000, AFCEE will begin implementing a new database called the Management Execution, and Tracking (MXT) System.





CHAPTER 5.

CLOSE OUT THE PROJECT

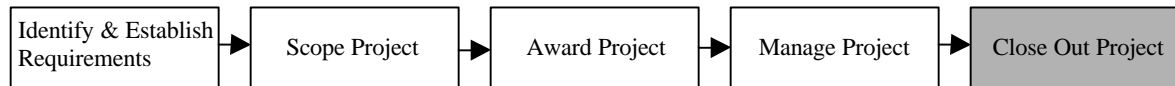


Chart 1: Project and Task Order Management Process

Project closeout is the final activity in the Project Manager's project management process. Before initiating closeout, the Project Manager must ensure the technical aspects of the project are complete and that the customer is satisfied.

Deliverables

At the end of the DO period of performance, the Project Manager verifies that the contractor has submitted all deliverables required in the SOW and that all work is complete and acceptable. The Project Manager must also coordinate with the customer to ensure they are satisfied and the project is complete. For environmental construction projects, the Project Manager verifies that the field work was completed by conducting a prefinal and final inspection of the project to ensure the contractor has complied with approved plans and specifications. In most cases, the oversight (also known as Title II services) contractor will conduct these inspections under the Project Manager's guidance and supervision. Upon completion of these activities, the Project Manager sends a memorandum to the contracting officer stating the technical aspects of the projects are complete and the project is ready to closeout.

Government Furnished Property (GFP)

During the closeout process, property used to complete the work described in the task order must be accounted for. This property may have been furnished by the government at the beginning of the contract, called Government Furnished Property or GFP. Property or equipment may have been purchased by the contractor during the course of the task order if it was determined to be the more economical option between renting or purchasing. This equipment/property is called contractor-acquired property. In either case, government furnished and contractor-acquired property must be inventoried by the contractor and submitted to the contracting officer for disposition instructions. The contracting officer will request the project manager to consult with the customer to determine where the equipment/property should be

transferred. Generally, property is transferred to another task order/contract, transferred to the installation, or turned into the local Defense Reutilization and Marketing Office (DRMO). The project manager relays the customer's request regarding the disposition of the property to the contracting office. The contracting officer will then give specific instructions to the contractor.

Funds/Invoices

The contract specialist ensures that all public vouchers (SF1034) and/or contractor invoices have been received and approved by the Project Manager. If billing or payment discrepancies exist, these must be resolved prior to requesting the final invoice, commonly referred to as a "Z document" or a Department of Defense Document Number 250Z (DD250Z). At the conclusion of the project, the contracting closeout specialist requests the final DD250Z from the contractor. The Project Manager approves and returns the DD250Z to the contract specialist, allowing final payment to the contractor and closeout of the DO. Finally, the project is turned over to the contracting closeout section (HSW/PKVAC) for final closeout. HSW/PKVAC works with the Defense Contract Management Command (DCMC), DCAA, and DFAS to conduct contract closeout.

Archive

The final project closeout activity involves archiving project files and deliverables, and combining the COR notebook and the contract file. Project files and deliverables must be sealed in boxes clearly marked with the contract number, task order number, and installation name. Project Managers should coordinate with AFCEE/MSCD who is responsible for maintenance of archived project files.

APPENDIX A: Quick References

- A-1 Reference Locations**
- A-2 Policy Letters**
- A-3 AFCEE Environmental Support Contract Pamphlet**
- A-4 Integrated Product Team Summary**
- A-5 AFCEE Telephone Book**
- A-6 Project Manager Points of Contact**
- A-7 Acronyms**

Appendix A-1: REFERENCE LOCATIONS

<u>Reference</u>	<u>Location</u>
Integrated Team Summary	R:/MS/datamgmt/ipt.xls
Basic Contact SOWs	R:/MS/datamgmt/sows
Blue Books (AF Form 1477)	Division Secretary
Ceiling Request Form	R:/MS/datamanagement/reservation
Obligation Tracking System	R:/ER/ERD/OTS
Contract Information	www.afcee.brooks.af.mil/pkv/contracts.htm R:/MS/datamgmt/ipt.xls AFCEE Contracts Brochure AFCEE Data Management Library
Guidance for Contract Deliverables	www.afcee.brooks.af.mil/er/erproducts.htm
AFCEE Technical Services Quality Assurance Program	www.afcee.brooks.af.mil/er/erproducts.htm
AFCEE Environmental Analytical Protocols	www.afcee.brooks.af.mil/er/erproducts.htm
AFCEE Background Concentrations	www.afcee.brooks.af.mil/er/erproducts.htm
Long Term Monitoring Optimization Guide	www.afcee.brooks.af.mil/er/erproducts.htm
AFCEE Hydrogeologic Model Description and Selection	www.afcee.brooks.af.mil/er/erproducts.htm
ERT Toolbox	www.afcee.brooks.af.mil/er/erproducts.htm
Remediation Technologies Screening Matrix and Reference Guide, 3 rd Edition	www.afcee.brooks.af.mil/er/erproducts.htm
Pollution Prevention Toolbox	www.afcee.brooks.af.mil/eq/programs/programs.asp
AFCEE Telephone Book	HQ AFCEE MIS folder on desktop-EmployeeInfo



DEPARTMENT OF THE AIR FORCE
HEADQUARTERS AIR FORCE CENTER FOR ENVIRONMENTAL EXCELLENCE
BROOKS AIR FORCE BASE TEXAS

MEMORANDUM FOR ALL AFCEE

13 MAR 2000

FROM: HQ AFCEE/CC

SUBJECT: Contract Assignment Decisions

AFCEE's keys to success are to be the easiest to work with, do anything the Air Force needs, and exceed customer expectations. When we achieve these keys, we will become and remain indispensable to the Air Force. In this policy I am establishing a procedure that will help us meet these keys to AFCEE's success by ensuring that our PK contracting team members, who are our primary business process advisors, are directly involved in all contractor and contract vehicle selection decisions whether or not AFCEE contracts are used. This policy assumes in most cases use of AFCEE contracts makes best business sense; PKV should be consulted and any disagreements amongst the delivery team must be elevated quickly for resolution; and, we must remain flexible so that we always meet our customers' needs.

Purpose. The purpose of this memorandum is to provide direction on assigning work to contracts accessible to AFCEE, including guidance on the use of "non-AFCEE" contracts. Examples of "non-AFCEE" contracts are GSA, US Army Corps of Engineer (COE), US Geological Survey, Air National Guard, AMC, ACC and AETC contracts and orders.

Guidance.

In choosing the contract vehicle to be used for a project, consider AFCEE contracts first. If a "non-AFCEE" contract is determined to be the best business decision, the rationale will be documented in the Contract/Contractor Selection Letter and referred to the PKV Contracting Officer for concurrence. The contract/contractor selection letter will be approved by the cognizant AFCEE Division Chief or Technical Assistant and the cognizant PKV Branch Chief.

In the event that the Project Manager/Project Manager and PKV Contracting Officer do not come to agreement on the contract vehicle for a specific project, the CO will document their non-concurrence with appropriate rationale and both the Project Manager and CO will utilize the appropriate Chain of Command to resolve the disagreement. Discussions to resolve the choice of contract vehicle will be worked through the chain of command to effect resolution **within two working days** to ensure that the matter is brought to a timely conclusion.

PKVAC will compile this metric, and brief the total amount obligated on "non-AFCEE" contracts at the quarterly Contract Business Board.

Specifics.

Normally, PKV/PKO will obligate all funds on AFCEE and "non-AFCEE" contracts. There will be some instances where Ordering Officer delegations have not been made to PKV/PKO, such as on COE, AMC and AETC contracts.

For every "non-AFCEE" action, the requirements of the Economy Act must be reviewed and the appropriate statements and signatures obtained when applicable.

For orders under GSA contracts, step-by-step procedures are found at www.gsa.gov.

| Signed |

GARY ERICKSON, P. E.
Director



DEPARTMENT OF THE AIR FORCE
HEADQUARTERS AIR FORCE CENTER FOR ENVIRONMENTAL EXCELLENCE
BROOKS AIR FORCE BASE TEXAS

2 March 2000

MEMORANDUM FOR ERD Project Managers

FROM: HQ AFCEE/ERD

SUBJECT: ERD Contract/Contractor Selection Policy

1. Effective immediately, all ERD personnel will use the following guidelines for contract and contractor selection.
 - The Contract Selection Team consisting of, at a minimum, the Project Manager and Contracting Officer will meet to review project/contract requirements.
 - The Project Manager will present adequate information describing the requirements/scope of work. The team will discuss the contracting strategy to be used for the requirement. The Project Manager will present any customer preferences. Where possible, combining multiple projects into a single Task Order will be considered.
 - Based on the review, the selection team will select the appropriate contract vehicle. For remedial action Task Orders over 1.5M, if other than an award fee contract vehicle is selected, the Project Manager will initiate a waiver request to be submitted to ER through ERD. The waiver request will include:
 - Project requirements/scope
 - Rationale why award fee is not appropriate
 - PKVB concurrence
 - ERD coordination

The approved waiver request will become part of the package given to the contracting officer.

- Based on the determination of the appropriate contract vehicle a list of potential contractors will be evaluated. The candidates must include at least one small business.

- The Project Manager will prepare the Contractor Selection Letter to document the team's decision on contractor selection. The purpose is not to create an administrative burden but to quickly document the selection thought process. Handwritten form letters are sufficient. The letter will be forwarded to ERD for signature and approval. This approval can be delegated down to the Control Group level at a later date.
2. Please direct all questions or concerns to either Mr. Saulnier, or myself. Thanks for your cooperation.

| Signed |

JARED A. ASTIN, Lt Col, USAF
Chief, Environmental Restoration Division



DEPARTMENT OF THE AIR FORCE
HEADQUARTERS AIR FORCE CENTER FOR ENVIRONMENTAL EXCELLENCE
BROOKS AIR FORCE BASE TEXAS

12 January 2000

MEMORANDUM FOR AFCEE/ERB
/ERD
311 HSW/PKV

FROM: AFCEE/ER

SUBJECT: ER Policy Letter for Use of Award Fee

1. It is the policy of the Environmental Restoration Directorate that individual Task Orders with an estimated value at over \$1.5M will be placed with Award Fee contract provisions. Exceptions must be approved jointly by AFCEE/ER and 311 HSW/PKV.
2. Orders less than \$1.5M may include award fee provisions if the specific work is of such complexity and/or criticality that the technical Project Manager and PCO agree that award fee is an appropriate provision for motivating excellent performance.
3. This policy applies to the contracts delineated below and is effective immediately for all Task Orders *not yet solicited* under any other price arrangement.

F41624-97-D-8009
F41624-97-D-8010
F41624-97-D-8011
F41624-97-D-8012
F41624-97-D-8013
F41624-97-D-8015
F41624-97-D-8024

| Signed |

RONNIE L. COKE, Colonel, USAF
Director, Environmental Restoration

7 May 1998

MEMORANDUM FOR AFCEE/ERB/C/D/T

FROM: AFCEE/ER

SUBJECT: Guidance for Accomplishing Monitoring and Systems Optimization

Attached is guidance for the use of the new PA-RD (3P+) contracts to deliver Environmental Monitoring and Systems Optimization. Please ensure your Delivery Order to provide these services are written to comply with this guidance. For any similar requirements not contemplated in this guidance, the Project Manager should address this with their Division Chief prior to making any commitment to the customer.

| Signed |

GLENN E. NELSON
Technical Assistant
Environmental Restoration

Attachment:
Guidance for Accomplishing Monitoring
and Systems Optimization

AFCEE/ER and HSC/PKV Guidance

Using New 3P+ Contracts

to Accomplish

Environmental Monitoring and System Optimization

(A.K.A. LTM/LTO)

Dated 9 April 1998

Purpose

The purpose of this paper is to establish a consistent policy between AFCEE/ER and HSC/PKV for the acquisition of "LTM/LTO type work." The primary purpose will be to build the framework for accomplishing this type work within the new 3P+ contracts. To aid in developing that framework, this paper will also define LTM and LTO and relate it to Statement of Work (SOW) language in the 3P+ contracts.

LTM/LTO Definition

The abbreviations LTM/LTO are widely understood to mean "long term monitoring" and "long term operations." In fact, consistent with this understanding, projects for environmental monitoring and system optimization are frequently captioned by customers as LTM, LTO, or LTM/LTO. However, there remains a smaller group who understand LTM/LTO to mean long term maintenance and long term operations, i.e., O & M.

Traditional long term O & M is not within the scope of the 3P+ contracts in the stand-alone mode; however, environmental monitoring and system optimization projects are within the scope of the 3P+ contracts. It is critical when reviewing projects to determine the type of effort actually requested. Most often, customers are using the abbreviation, LTM, to refer to environmental monitoring. The monitoring refers to measuring, testing and analyzing various factors of an installed remedial action to insure it is working as intended and to gain information needed for optimization recommendations. LTO often is used by customers to indicate system optimization rather than long term O & M. Thus, there is a clear distinction between the "traditional O & M" and the environmental monitoring and system optimization often sought by AFCEE customers.

LTM/LTO and the 3P+ Contracts

Paragraph 4.10.3 of the basic 3P+ SOW provides for the environmental monitoring. System optimization is provided for at subtask 4.10.3.2. It is clear from the SOW that monitoring of environmental media and establishing a system optimization program are within the scope of the 3P+ contracts. Therefore, if the customer's "captioned LTM/LTO" can be reasonably described as environmental monitoring and/or system optimization, the work can be accomplished under the 3P+ contracts.

There will be instances when not all the requirement will fit clearly within the two SOW tasking sections. In those instances, both technical and contracting team players must assess whether the preponderance of the work or the primary intended end result of the work fits within the applicable two SOW tasking sections. If the answer is yes to either, the work can be done within the scope of the 3P+ contract. In such instances, the Contracting Officer will make a determination on a case-by-case basis.

The term(s) LTM/LTO will not be used as the primary title(s) and/or primary language to describe the overall project(s) or work to be accomplished within the SOW. LTM type work shall be referred to as Environmental Monitoring. LTO type work shall be referred to as Systems Optimization.

The actual LTM/LTO project number(s) and description(s) will be used for purposes of tracking cost by project and to relate the work to be done in the contract to the project(s) that is validated and funded by the customer.

Lastly, a finite duration is not established for the environmental monitoring and system optimization. It is recognized that different projects will require different periods of time to accomplish the necessary environmental monitoring and system optimization. The time selected for the project must be consistent and logical for the requirement. The duration of LTM/LTO work may extend throughout the period of performance of the contract.

The dated signatures below indicate concurrence with this guidance and constitute direction for immediate use throughout AFCEE/ER and HSC/PKV.

JOHN SELSTROM, JR., Colonel, USAF
Director, Environmental Restoration

ANN BRIDGES STEELY
Chief, Environmental
Contracting Division

Frontline Systems, Inc.
Integrated Product Team (IPT) Summary
(Open Contracts Only)

PRIME CONTRACTOR	Bus. Type	CONTRACT TYPE	NUMBER	Last DO Issue Date	Completion Date	CEILING [millions]	AFCEE CONTRACT MGR	OFFICE	HSW/PKV		DATA SPECIALIST
									Basic C.O.	Cont. Administrator	
Univ. of Colorado	NP	"Other"	00-C-8046	N/A	12-Dec-00	\$ 0.049	Mary Anderson	ECC	Carol Machacek	Lupe Garcia	Ingra Haynes
Platt Environmental	SB	Environmental Assessments	00-C-8048	N/A	31-Dec-01	\$ 0.141	Samer Karmi	ERD-AK	Edwin Custodio	Ed Custodio	Maggie Colegrove
Research Dynamics	LB		00-D-8517		13-Feb-01	\$ 2.995	William Kivela	EQT	Carol Singleton		Ingra Haynes
Management Edge, Inc.	LB	Support Services [FFP]	00-D-8519	25-Nov-01	26-Nov-01	\$ 0.402	Gerald Saulnier	ERD	Carol Singleton	Charles Wilcox	Ingra Haynes
KPMG	LB	Support Services	00-F-8813	N/A	31-Dec-00	\$ 0.989	Pat Atkinson	ERB	James Matthess	Marcie Sheehan	Marty Watt
EA Engineering, Science & Tech	LB	Support Services	00-F-8814	N/A	28-Feb-01	\$ 0.085	Daniel Friese	ECC	Brenda Dillard	Gerardo Villarreal	Ingra Haynes
Labat-Anderson Inc.	LB	Environmental Assessments	00-F-8815	N/A	31-Mar-01	\$ 0.072	Capt Aukland	ECA	Brenda Dillard	Blanca Ruiz	Ingra Haynes
Labat-Anderson Inc.	LB	Systems Training	00-F-8816	N/A	31-Aug-00	\$ 0.081	William Kivela	EQT	Gerardo Villarreal	Graciela Fernandez	Ingra Haynes
Booz-Allen & Hamilton Inc	LB	Support Services	00-F-8817	N/A	31-Dec-00	\$ 0.476	Cesar Silva	ERB	Mary Urey	Chris Olguin	Marty Watt
KPMG	LB	Support Services	00-F-8818	N/A	31-Jan-01	\$ 0.098	Capt. Novak	EQ	Gerardo Villarreal	Blanca Ruiz	Ingra Haynes
Labat-Anderson Inc.	LB	Support Services	00-F-8819	N/A	15-Jun-00	\$ 0.013	William Kivela	EQT	Carol Machacek	Graciela Fernandez	Ingra Haynes
Labat-Anderson Inc.	LB	Support Services	00-F-8820	N/A	15-Oct-00	\$ 0.072	William Kivela	EQT	Gerardo Villarreal	Blanca Ruiz	Ingra Haynes
Labat-Anderson Inc.	LB	Support Services	00-F-8821	N/A	30-Apr-01	\$ 0.174	William Kivela	EQT	Gerardo Villarreal	Blanca Ruiz	Ingra Haynes
Labat-Anderson Inc.	LB	Support Services	00-F-8822	N/A	28-Feb-01	\$ 0.119	Robert Lopez	ECA	Brenda Dillard	Brenda Dillard	Ingra Haynes
Tetra Tech	LB	A & E - RI/FS [T&M]	90-D-4006	12-Apr-95	31-Dec-98	\$ 50.000	Ralph Rosales	ERBW	Mary Urey	Lydia Juhre	*
Earth Technology	LB	A & E - RI/FS [T&M]	90-D-4007	12-Apr-95	12-Apr-97	\$ 50.000	Maj. Anderson	ERD-2	Audrey Schoellman	Grace Elizalde	Kathy Buck
Law Environmental	LB	A & E - RI/FS [T&M]	90-D-4008	13-Apr-95	30-Sep-98	\$ 50.000	Matt Parker	ERD-3	Audrey Schoellman	Gerry Shannon	Dave Holguin
ICF Kaiser	LB	A & E - RI/FS [T&M]	90-D-4010	13-Apr-95	30-Apr-98	\$ 50.000	David Clark	ERD-1	Pam Bible	Mary Eiserer	Maggie Colegrove
Haliburton/NUS	LB	A & E - RI/FS [T&M]	90-D-4011	13-Apr-95	31-Jan-00	\$ 50.000	Matt Parker	ERD-3	Pam Bible	Gerry Shannon	Dave Holguin
Radian Corporation	LB	A & E - RI/FS [T&M]	90-D-4013	12-Apr-95	28-Feb-97	\$ 50.000	David Clark	ERD-1	Pam Bible	Pam Bible	Maggie Colegrove
Metcalf & Eddy	LB	RA - Soil/Tank [CPFF / CPIF]	92-D-8002	10-Aug-94	10-Aug-97	\$ 25.000	Kevin Thomas	ERBC	Jim Matthess	Marcie Sheehan	Marty Watt
Earth Technology	LB	RA - BioVent [CPFF / CPIF]	92-D-8003	24-Aug-95	31-Dec-98	\$ 25.000	Cesar Silva	ERBW	Mary Urey	Lydia Juhre	Karin Kusiak
IT Corporation	LB	RA - Capping [CPFF / CPIF]	92-D-8004	31-Jul-95	31-Jul-97	\$ 25.000	Kevin Thomas	ERBE	Jerry Outley	Marcie Sheehan	Marty Watt
Haliburton/NUS Environmental	LB	RA - Soil/Tank [CPFF / CPIF]	92-D-8006	10-Aug-95	3-Jul-99	\$ 25.500	Matt Parker	ERD-3	Jerry Outley	Gerry Shannon	Dave Holguin

Frontline Systems, Inc.
Integrated Product Team (IPT) Summary
(Open Contracts Only)

Roy F. Weston	LB	RA - Pump & Treat [CPFF / CPIF]	92-D-8009	20-Aug-95	21-Jan-99	\$ 25.000	Cesar Silva	ERBW	Audrey Schoellman	Marcie Sheehan	Karin Kusiak
Engineering Science, Inc.	LB	Remedial Design [FFP]	92-D-8036	31-Mar-97	30-Sep-99	\$ 25.000	Mike Patterson	ERDA	Pam Bible	Raul Guerra	Maggie Colegrove
CH2M Hill Federal Group	LB	Remedial Design [FFP]	92-D-8037	31-Mar-97	14-Feb-00	\$ 25.000	Matt Parker	ERDA	Pam Bible	Gerry Shannon	Dave Holguin
Engineering Science, Inc.	LB	Fuel Spill Rem'dn [FFP]	93-C-8044	N/A	31-Dec-99	\$ 4.313	James Gonzales	ERT	Mary Urey	Grace Elizalde	Ingra Haynes
Booz-Allen & Hamilton	LB	Support Services [CPFF]	94-C-8013	N/A	30-Sep-98	\$ 33.957	Steve Gagliano	ERC	Janie Campos	Petra Rosales	Ingra Haynes
Higgenbotham Briggs & Assoc.	LB	Comp Planning [IDIQ]	94-D-8002	27-Jan-99	27-Jan-99	\$ 20.000	Roger Blevins	ECC	Carol Machacek	Lupe Garcia	Ingra Haynes
Parsons Engineering Science, Inc.	LB	Comp Planning [IDIQ]	94-D-8003	21-Apr-97	21-Apr-99	\$ 20.000	Roger Blevins	ECC	Carol Machacek	Lupe Garcia	Ingra Haynes
Woolpert Consultants	LB	Comp Planning [IDIQ]	94-D-8004	23-Jun-99	23-Jun-99	\$ 20.000	Roger Blevins	ECC	Carol Machacek	Lupe Garcia	Ingra Haynes
Black & Veatch (Kansas)	LB	Comp Planning [IDIQ]	94-D-8005	31-Dec-98	31-Dec-98	\$ 20.000	Roger Blevins	ECC	Carol Machacek	Lupe Garcia	Ingra Haynes
Gutierrez-Palmenberg	SDB	Community Ref'ns [FFP]	94-D-8019	15-Dec-98	15-Dec-99	\$ 3.000	Cesar Silva	ERBW	Carol Singleton	Petra Rosales	Karin Kusiak
Informatics	WOB	Community Ref'ns [FFP]	94-D-8025	25-Jan-99	24-Jan-00	\$ 3.000	Kevin Thomas	ERBE	Carol Singleton	Petra Rosales	Marty Watt
S&C Advertising	WOB	Community Ref'ns [FFP]	94-D-8026	8-Mar-99	7-Mar-00	\$ 3.000	Dennis Lundquist	ERBC	Carol Singleton	Petra Rosales	Marty Watt
WPI, Inc. Cambridge	WOB	Community Ref'ns [FFP]	94-D-8027	8-Dec-98	7-Dec-99	\$ 3.000	Kevin Thomas	ERBE	Carol Singleton	Petra Rosales	Marty Watt
Jacobs Engineering	LB	PA - RD Studies [T&M]	94-D-8046	30-Sep-98	2-Dec-98	\$ 50.000	Charlie Friend	ERDB	Delores Walker	David Miller	Kathy Buck
IT Corporation	LB	PA - RD Studies [T&M]	94-D-8047	9-Dec-98	9-Dec-00	\$ 50.000	Joe Urrutia	ERB	Jim Matthes	Marcie Sheehan	Karin Kusiak
Earth Tech Env. & Infra. Inc.	LB	PA - RD Studies [T&M]	94-D-8048	6-Jan-99	6-Jan-99	\$ 50.000	Maj. Anderson	ERDC	Audrey Schoellman	Grace Elizalde	Kathy Buck
Radian Corporation	LB	PA - RD Studies [T&M]	94-D-8049	26-Jan-99	26-Jan-99	\$ 50.000	Samer Karmi	ERDA	Pam Bible	Winifred Williams	Maggie Colegrove
Law Environmental	LB	PA - RD Studies [T&M]	94-D-8050	30-Sep-98	14-Jan-01	\$ 51.444	Matt Parker	ERDA	Cliff Trimble	Gerry Shannon	Dave Holguin
Versar, Inc	SB	PA - RD Studies [T&M]	94-D-8051	27-Jan-99	27-Jan-01	\$ 50.000	Dennis Lundquist	ERB	Mary Urey	Lydia Juhré	Marty Watt
EA Engineering, Science & Tech	LB	PA - RD Studies [T&M]	94-D-8052	20-Jan-99	20-Jan-01	\$ 50.000	John Hill	ERDA	Pam Bible	Winifred Williams	Maggie Colegrove
CH2M Hill Federal Group	LB	PA - RD Studies [T&M]	94-D-8053	30-Nov-98	30-Nov-00	\$ 50.000	Matt Parker	ERDA	Cliff Trimble	Gerry Shannon	Dave Holguin
URS Consultants	LB	PA - RD Studies [T&M]	94-D-8054	22-Dec-98	22-Dec-00	\$ 50.000	Dennis Lundquist	ERB	Mary Urey	Lydia Juhré	Marty Watt
Earth Technology	LB	PA - RD Studies [T&M]	94-D-8055	21-Dec-98	21-Dec-00	\$ 50.000	Maj. Anderson	ERDC	Audrey Schoellman	Grace Elizalde	Kathy Buck
CKY Inc Environmental Svcs	WOB	S & T (Region 1)	94-D-8059	14-Feb-99	14-Feb-01	\$ 24.000	Matt Parker	ERD-3	Cliff Trimble	Gerry Shannon	Dave Holguin
Geo/Resource Consultants, Inc.	SDB	S & T (Region 1)	94-D-8060	14-Feb-99	14-Feb-01	\$ 24.000	Cesar Silva	ERBW	Jerry Outley	Marcie Sheehan	Karin Kusiak
Lee & Ro Consulting Engrs	SDB	S & T (Region 1)	94-D-8061	5-Jun-99	5-Jun-01	\$ 24.000	Matt Parker	ERDB	Cliff Trimble	Gerry Shannon	Dave Holguin
Laguna Construction Co.	SDB	S & T (Region 1)	94-D-8062	5-Jun-99	5-Jun-01	\$ 24.000	Matt Parker	ERDB	Cliff Trimble	Gerry Shannon	Dave Holguin

Frontline Systems, Inc.
Integrated Product Team (IPT) Summary
(Open Contracts Only)

Geo-Marine	SDB	S & T (Region 2)	94-D-8063	27-Jun-99	27-Jun-01	\$ 20.000	Diane Glass	ERDB	Audrey Schoellman	David Miller	Kathy Buck
Laguna Construction Co.	SDB	S & T (Region 2)	94-D-8064	27-Jun-99	27-Jun-01	\$ 20.000	Chuck Pringle	ERDB	Christine Olguin	Lydia Juhre	Kathy Buck
ASRC Contracting Co.	SDB	S & T (Region 3)	94-D-8065	5-Jun-99	5-Jun-01	\$ 25.000	Vince Laborde	ERDC	Pam Bible	Ed Custodio	Kathy Buck
Amtech Engineering	SDB	S & T (Region 4)	94-D-8066	4-Jul-99	4-Jul-01	\$ 25.000	Vince Laborde	ERDC	Delores Walker	Grace Elizalde	Kathy Buck
Peer Consultants	WOB	S & T (Region 5)	94-D-8067	5-Jun-99	5-Jun-01	\$ 20.000	Vince Laborde	ERDC	Audrey Schoellman	Grace Elizalde	Kathy Buck
R&R International, Inc.	SDB	S & T (Region 6)	94-D-8068	20-Sep-99	20-Sep-01	\$ 10.000	Dennis Lundquist	ERB	Mary Urey	Lydia Juhre	Marty Watt
Environmental Sciences Pacific	SDB	S & T (Region 7)	94-D-8069	13-Jul-99	13-Jul-01	\$ 20.000	Mike Patterson	ERD-1	Pam Bible	Winifred Williams	Maggie Colegrove
ASRC Contracting Co.	SDB	S & T (Region 8)	94-D-8070	5-Jun-99	5-Jun-01	\$ 25.000	Samer Karmi	ERDA	Mary Urey	Pam Bible	Maggie Colegrove
Rickenbacker Env Qual Mgt	SB	F/S Base Spec. [CPAF]	94-D-8071	6-Jul-99	6-Jul-02	\$ 25.000	Dan Mooney	ERBC	Mary Urey	Lydia Juhre	Marty Watt
Loring AFB Bechtel	LB	F/S Base Spec. [CPAF]	94-D-8072	25-Oct-99	25-Oct-02	\$ 150.000	John Mueller	ERBE	Christine Olguin	Lydia Juhre	Marty Watt
Norton AFB Bechtel	LB	F/S Base Spec. [CPAF]	94-D-8073	7-Jul-99	6-Jul-99	\$ 65.000	Jerry Bingham	ERB	Jerry Outley	Marcie Sheehan	Karin Kusiak
Pease AFB Bechtel	LB	F/S Base Spec. [CPAF]	94-D-8074	7-Jul-99	6-Jul-02	\$ 150.000	John Mueller	ERB	Christine Olguin	Lydia Juhre	Marty Watt
Williams AFB BEM Systems	SB	F/S Base Spec. [CPAF]	94-D-8081	6-Jul-99	6-Jul-02	\$ 30.000	Joe Urrutia	ERBW	Jim Matthes	Marcie Sheehan	Karin Kusiak
George AFB Montgomery	LB	F/S Base Spec. [CPAF]	94-D-8089	6-Jul-99	6-Jul-02	\$ 40.000	Roger Lozano	ERBW	Jerry Outley	Marcie Sheehan	Karin Kusiak
Mather AFB Montgomery	LB	F/S Base Spec. [CPAF]	94-D-8090	6-Jul-99	6-Jul-02	\$ 150.000	Roger Lozano	ERBW	Jerry Outley	Marcie Sheehan	Karin Kusiak
Eaker AFB R&R Intern'tl	SDB	F/S Base Spec. [CPAF]	94-D-8094	7-Jul-99	7-Jul-02	\$ 30.000	Kevin Thomas	ERB	Jim Matthes	Marcie Sheehan	Marty Watt
Rich-Gebaur Dames & Moore	LB	F/S Base Spec. [CPAF]	94-D-8102	6-Jul-99	6-Jul-02	\$ 25.000	Kay Grosinske	ERBC	Christine Olguin	Lydia Juhre	Marty Watt
Lowry AFB Gomez Mtarri	SDB	F/S Base Spec. [CPAF]	94-D-8105	6-Jul-99	6-Jul-02	\$ 25.000	John Miller	ERBC	James Matthes	Lydia Juhre	Marty Watt
Nationwide OHM Remediation	LB	F/S Nationwide [CPAF]	94-D-8106	2-Aug-99	2-Aug-02	\$ 150.000	Vince Laborde	ERDC	Cliff Trimble	Gerry Shannon	Dave Holguin
Bergstrom AFB OHM Remediation	LB	F/S Base Spec. [CPAF]	94-D-8107	7-Jul-99	7-Jul-02	\$ 25.354	Chuck Pringle	ERBE	Jim Matthes	Marcie Sheehan	Marty Watt
England AFB OHM Remediation	LB	F/S Base Spec. [CPAF]	94-D-8108	6-Jul-99	6-Jul-02	\$ 35.000	Chuck Pringle	ERBE	Jim Matthes	Marcie Sheehan	Marty Watt
Nationwide Jacobs Eng	LB	F/S Nationwide [CPAF]	94-D-8115	16-Aug-99	16-Aug-02	\$ 150.000	Kay Grosinske	ERDB	Cliff Trimble	Gerry Shannon	Maggie Colegrove
Carswell AFB Jacobs Eng	LB	F/S Base Spec. [CPAF]	94-D-8116	7-Jul-99	6-Jul-02	\$ 25.000	H. Ficklen	ERDD	Jim Matthes	Marcie Sheehan	Marty Watt
Castle AFB Jacobs Eng	LB	F/S Base Spec. [CPAF]	94-D-8117	6-Jul-99	6-Jul-02	\$ 150.000	Bob Chang	ERBW	Jim Matthes	Marcie Sheehan	Karin Kusiak
Chanute AFB Jacobs Eng	LB	F/S Base Spec. [CPAF]	94-D-8118	7-Jul-99	6-Jul-02	\$ 50.000	Charlie Rice	ERBC	Dan House	Lydia Juhre	Marty Watt
Grisson AFB Enserch Env.	LB	F/S Base Spec. [CPAF]	94-D-8129	7-Jul-99	6-Jul-02	\$ 40.000	Dan Mooney	ERB	Dan House	Lydia Juhre	Marty Watt

Frontline Systems, Inc.
Integrated Product Team (IPT) Summary
(Open Contracts Only)

Labat-Anderson	LB	Env Svcs.- W/W [CPAF]	94-D-8135	2-Oct-99	3-Apr-01	\$ 39.000	George Gauger	ECA	Carol Machacek	Lupe Garcia	Ingra Haynes
Parsons Enginrng Science, Inc.	LB	Env Svcs - W/W [CPAF]	94-D-8136	2-Oct-99	3-Apr-01	\$ 39.000	Sheryl Faust-Beck	EQ	Carol Machacek	Lupe Garcia	Ingra Haynes
IT Corporation (Cincinnati)	LB	Env Svcs - W/W [CPAF]	94-D-8137	2-Oct-99	3-Apr-01	\$ 39.000	Sheryl Faust-Beck	EQ	Brenda Dillard	Lupe Garcia	Ingra Haynes
Earth Technology	LB	Env Svcs - W/W [CPAF]	94-D-8138	2-Oct-99	3-Apr-01	\$ 78.000	Robert Lopez	ECM	Brenda Dillard	Lupe Garcia	Ingra Haynes
The Environmental Co.	SB	PA - RD Studies [T&M]	95-D-8002	13-Apr-99	13-Apr-00	\$ 25.000	Maj. Anderson	ERDC	Cliff Trimble	Cliff Trimble	Kathy Buck
Fanning, Phillips & Molnar	SB	PA - RD Studies [T&M]	95-D-8003	2-Jul-00	2-Jul-00	\$ 25.000	Diane Glass	ERDB	Pam Bible	Ed Custodio	Kathy Buck
Foothill Engineering	SB	PA - RD Studies [T&M]	95-D-8004	12-Apr-98	12-Apr-02	\$ 25.000	Mike Patterson	ERDA	Sharon Money	Christal Rhoades	Maggie Colegrove
HydroGeoLogic, Inc.	SB	PA - RD Studies [T&M]	95-D-8005	21-Jun-00	21-Jun-01	\$ 25.000	Chuck Pringle	ERBE	Jim Matthess	Marcie Sheehan	Dave Holguin
BEM Systems	SB	PA - RD Studies [T&M]	95-D-8006	10-May-00	10-May-00	\$ 25.000	Cesar Silva	ERBW	Jim Matthess	Marcie Sheehan	Karin Kusiak
3D/International	LB	Design Group [FFP - IDIQ]	95-D-8018	14-Sep-97	31-Dec-98	\$ 1.500	Mikeual Perritt	DCD	Carol Machacek	Lupe Garcia	Ingra Haynes
Waste Policy	LB	GSE & I [T&M]	95-D-8141	29-May-00	30-May-01	\$ 49.600	Carolyn Rubottom	ERC	Carol Singleton	Diana Vargyas	Ingra Haynes
M4 Environmental L.P.	LB	Env Svcs Worldwide - T&M	96-C-8012	N/A	30-Oct-99	\$ 0.913	Laura Maxwell	EQ	Carol Machacek	Lupe Garcia	Ingra Haynes
US ECOLOGY	SB	IH/Radiation/Noise	96-D-8001	N/A	19-Jun-01	\$ 0.470	James Williams	ERC	Jim Matthess	Marcie Sheehan	Ingra Haynes
Research Dynamics	WOB	Support Services [FFP]	96-D-8002	N/A	16-Jul-99	\$ 2.995	William Kivela	EQ	Carol Singleton	Petra Rosales	Ingra Haynes
Hellmuth, Obata & Kassabaum, Inc.	SB	Design Group [FFP - IDIQ]	96-D-8003	16-Sep-99	17-Sep-00	\$ 3.000	Boyce Bourland	DCD	Carol Machacek	Lupe Garcia	Ingra Haynes
Margon, Inc.	SB	Support Services [FFP]	96-D-8005	N/A	30-Sep-99	\$ 2.995	Robin Lovell	MSC	Carol Singleton	Petra Rosales	Karin Kusiak
Competitive Technologies	SB	Support Services [FFP]	96-F-8002	N/A	8-Aug-97	\$ 0.099	Rosszella Greer	QI	Carol Singleton	Petra Rosales	Karin Kusiak
Cleaning Specialists, Inc.	SB	RA -- Capping [FFP]	97-C-0026	N/A	30-Sep-99	\$ 0.195	Charles Rice	ERBE	Christine Olguin	Lydia Juhré	Marty Watt
Ball Aerospace & Technologies	LB	Support Services [T&M]	97-C-8003	N/A	31-Mar-99	\$ 0.114	Charles Rice	ECP	Carol Machacek	Lupe Garcia	Ingra Haynes
MTNT Development, Inc.	SDWB	Remedial Action [FFP]	97-C-8004	N/A	30-Apr-98	\$ 0.183	Samer Karmi	ERD-AK	Pam Bible	Pam Bible	Maggie Colegrove
Parsons Enginrng Science, Inc.	LB	Technology Demo [T&M]	97-C-8005	N/A	31-Dec-99	\$ 0.614	Jim Gonzales	ERT	Audrey Schoellman	Grace Elizalde	Ingra Haynes
ManTech Environmental		Tech Transfer [CPFF]	97-C-8006	N/A	30-Apr-00	\$ 0.451	Jerry Hansen	ERT	Mary Urey	Lydia Juhré	Ingra Haynes
Groundwater Services, Inc.	SB	Tech Transfer [T&M]	97-C-8008	N/A	29-Feb-00	\$ 0.281	James Gonzales	ERT	Mary Urey	Lydia Juhré	Ingra Haynes
Geraghty & Miller, Inc.	LB	Technology Demo [CPFF]	97-C-8009	N/A	31-Dec-00	\$ 0.524	Jerry Hansen	ERT	Mary Urey	Lydia Juhré	Ingra Haynes
The Kevric Company, Inc.	SDB	Support Services [CPAF]	97-C-8011	N/A	31-Mar-01	\$ 2.840	Capt L. McWhirter	EQ	Brenda Dillard	Lupe Garcia	Ingra Haynes

Frontline Systems, Inc.
Integrated Product Team (IPT) Summary
(Open Contracts Only)

Groundwater Services, Inc.	SB	Technology Demo [T&M]	97-C-8020	N/A	31-Dec-01	\$ 1.147	Patrick Haas	ERT	Mary Urey	Lydia Juhre	Ingra Haynes
PRAXIS Environmental		Technology Demo [CPFF]	97-C-8021	N/A	31-Mar-00	\$ 1.270	Lt Marcia Quigley	ERT	Mary Urey	Marcie Sheehan	Ingra Haynes
Todd Engineers, Inc.	SB	Support Service [T&M]	97-C-8023	N/A	30-Sep-99	\$ 0.258	Capt C. Hackathorn	ERD-2	Audrey Schoellman	Grace Elizalde	Kathy Buck
Law Environmental	LB	Mentor-Protégé [CPFF]	97-C-8024	N/A	30-Sep-99	\$ 1.100	Janie Campos	HSW/BC	Tom Flagmier	Tom Flagmier	Karin Kusiak
Holmes & Narver, Inc.		RD Arch & Engr [FFP / IDIQ]	97-D-0005	N/A	1-Jul-00	\$ 4.933	Loretta Manley	DCH	Eileen King	Annie Quinlisk	Maggie Colegrove
Baker & Associates	SB	A & E [FFP / IDIQ]	97-D-0006	13-Jul-98	14-Jul-00	\$ 5.901	Loretta Manley	DCH	Eileen King	Annie Quinlisk	Maggie Colegrove
Booker Gery Hickman		A & E (IDIQ)	97-D-0007	22-Jun-97	16-Jul-99	\$ 0.968	Loretta Manley	DCH	Eileen King	Annie Quinlisk	Maggie Colegrove
Hellmuth, Obata & Kassabaum, Inc.	SB	A & E [FFP - IDIQ]	97-D-0008	31-Aug-98	24-Aug-99	\$ 6.264	Loretta Manley	DCH	Eileen King	Annie Quinlisk	Maggie Colegrove
Jacobs Engineering	LB	F/S Base Spec. [CPAF & FFP]	97-D-8006	28-Aug-02	28-Aug-05	\$ 131.100	Charley Friend	ERDB	Cliff Trimble	Gerry Shannon	Maggie Colegrove
Environmental Chemical Corp	SB	Full Service RA [Worldwide]	97-D-8009	24-Aug-02	24-Aug-05	\$ 32.500	Carolyn Graham	ERDC	Cliff Trimble	Cliff Trimble	Dave Holguin
CET Environm'l Services, Inc.	SB	Full Service RA [Worldwide]	97-D-8010	24-Aug-02	24-Aug-05	\$ 10.000	Mike Patterson	ERDA	Pam Bible	Ed Custodio	Kathy Buck
Versar, Inc.	SB	Full Service RA [Worldwide]	97-D-8011	4-Sep-02	4-Sep-05	\$ 32.500	Diane Glass	ERDB	Cliff Trimble	David Miller	Marty Watt
Groundwater Technology, Inc.	LB	Full Service RA [Worldwide]	97-D-8012	21-Aug-02	21-Aug-05	\$ 115.000	Terry Edwards	ERDA	Cliff Trimble	David Miller	Marty Watt
Montgomery Watson	LB	Full Service RA [Worldwide]	97-D-8013	21-Aug-02	21-Aug-05	\$ 115.000	Oscar Akosima	ERDC	Pam Bible	Ed Custodio	Kathy Buck
Research Dynamics	WOB	Support Services [FFP]	97-D-8014	30-Apr-99	31-Oct-99	\$ 2.900	Robin Lovell	MSC	Carol Singleton	Petra Rosales	Karin Kusiak
Roy F. Weston, Inc.	LB	Full Service RA [Worldwide]	97-D-8015	21-Aug-02	21-Aug-05	\$ 85.000	Jon Haliscak	ERDC	Sharon Money	Christal Rhoades	Maggie Colegrove
Dames & Moore	LB	3P+ [FFP / T&M]	97-D-8016	14-Sep-02	14-Sep-04	\$ 21.000	Cesar Silva	ERB	Dan House	Lydia Juhre	Karin Kusiak
Montgomery Watson	LB	3P+ [FFP / T&M]	97-D-8017	17-Sep-02	17-Sep-04	\$ 50.000	Cesar Silva	ERB	Jim Matthess	Marcie Sheehan	Marty Watt
Earth Tech, Inc.	LB	3P+ [FFP / T&M]	97-D-8018	11-Sep-02	11-Sep-04	\$ 92.000	Cesar Silva	ERB	Jim Matthess	Nancy Troyer	Kathy Buck
CH2M Hill, Inc.	LB	3P+ [FFP / T&M]	97-D-8019	11-Sep-02	11-Sep-04	\$ 120.000	Cesar Silva	ERB	Christine Olguin	Lydia Juhre	Dave Holguin
Radian Internat'l LLC	LB	3P+ [FFP / T&M]	97-D-8020	14-Sep-02	14-Sep-04	\$ 65.000	Cesar Silva	ERB	Christine Olguin	Lydia Juhre	Maggie Colegrove
TN & Associates		3P+ [FFP / T&M]	97-D-8021	17-Sep-02	17-Sep-04	\$ 12.000	Cesar Silva	ERB	Jim Matthess	Marcie Sheehan	Marty Watt
IT Corporation	LB	Full Service RA [Worldwide]	97-D-8024	21-Aug-02	21-Aug-05	\$ 85.000	Vince Laborde	ERDC	Sharon Money	Sharon Money	Karin Kusiak
Competitive Technologies	SB	Support Services [FFP]	97-F-8000		8-Aug-98	\$ 0.099	Rosszella Greer	QI	Carol Singleton	Petra Rosales	Karin Kusiak
Holmes & Narver, Inc.		A & E [FFP]	98-C-0007	1-Jun-98	10-Mar-02	\$ 14.140	Maj D. French	DCH	Paul Vaughn	Annie Quinlisk	Maggie Colegrove

Frontline Systems, Inc.
Integrated Product Team (IPT) Summary
(Open Contracts Only)

Hunt Bldg. Corporation	SB	Construction Mgt [FFP]	98-C-0031	N/A	6-Sep-99	\$ 10.432		DCH	Paul Vaughn	Paul Vaughn	Maggie Colegrove
Montgomery Watson	LB	Mentor-Protégé [CPFF]	98-C-8000	N/A	30-Sep-99	\$ 0.485	Janie Campos	HSW/BC	Tom Flagmier	Tom Flagmier	Karin Kusiak
ADC/Clearwater, JV	SB	Remedial Action [FFP]	98-C-8001	N/A	31-Jul-99	\$ 2.294	Samer Karmi	ERD-AK	Pam Bible	Pam Bible	Maggie Colegrove
Frontline Computers	SB	Support Services [FFP]	98-C-8002	N/A	15-Jan-00	\$ 0.178	Carolyn Rubottom	ERC	Carol Singleton	Petra Rosales	Ingra Haynes
URS Greiner, Inc.	SB	Mentor-Protégé [CPFF]	98-C-8003	N/A	30-Sep-99	\$ 0.371	Carolyn Rubottom	ERC	Janie Campos	Janie Campos	Karin Kusiak
CH2M Hill, Inc.	LB	Mentor-Protégé [CPFF]	98-C-8004	N/A	30-Sep-99	\$ 0.751	Carolyn Rubottom	ERC	Janie Campos	Janie Campos	Karin Kusiak
Mactec, Inc.	SB	ERT Contract	98-C-8005	N/A	31-Mar-01	\$ 1.298	Patrick Haas	ERT	Mary Urey	Marcie Sheehan	Ingra Haynes
ZEI Engineering, Inc.		ERT Contract [CPFF]	98-C-8007	N/A	30-Sep-00	\$ 0.314	James Gonzales	ERT	Mary Urey	Lydia Juhre	Ingra Haynes
General Atomics		ERT Contract [CPFF]	98-C-8008	N/A	30-Jun-00	\$ 0.566	Javier Santillan	ERT	Mary Urey	Lydia Juhre	Ingra Haynes
Ball Aerospace & Technologies	LB	Other - T&M	98-C-8012	N/A	2-Aug-99	\$ 0.147	Ron DiBenedetto	ECP	Carol Machacek	Lupe Garcia	Ingra Haynes
Univ of Calif Davis	NP	Remedial Action [FFP]	98-C-8013	N/A	30-Sep-99	\$ 0.050	Mary Anderson	ECR	Carol Machacek	Lupe Garcia	Ingra Haynes
Bering Straits Dev't Corp	SDB	Remedial Action [FFP]	98-C-8015	N/A	31-Dec-99	\$ 1.038	Samer Karmi	ERD-AK	Pam Bible	Pam Bible	Maggie Colegrove
Frontline Systems, Inc.	SDB	Data Management Support[FFP]	98-C-8017	N/A	30-Sep-00	\$ 1.301	Steve Salazar	MSCD	Carol Singleton	Petra Rosales	Ingra Haynes
OHM Remediation	LB	Mentor-Protégé [CPFF]	98-C-8018	10-Nov-98	30-Sep-99	\$ 3.248	Janie Campos	HSW/BC	Tom Flagmier	Tom Flagmier	Karin Kusiak
Univ of Arizona	NP	Study [FFP]	98-C-8020	N/A	30-Sep-99	\$ 0.245	Daniel Friese	ECR	Carol Machacek	Lupe Garcia	Ingra Haynes
Bethel Native Corp. Int.	SDB	Remedial Action [FFP]	98-C-8022	N/A	31-Aug-99	\$ 0.855	Samer Karmi	ERD-AK	Pam Bible	Pam Bible	Maggie Colegrove
Mitretek Systems	LB	ERT Contract [CPFF]	98-C-8023	N/A	12-Jan-00	\$ 0.935	Marty Faile	ERT	James Matthes	Marcie Sheehan	Ingra Haynes
Groundwater Services, Inc.	SB	ERT Contract [T&M]	98-C-8024	N/A	15-Aug-00	\$ 0.198	Marty Faile	ERT	Jim Matthes	Marcie Sheehan	Ingra Haynes
Kansas St. University	NP	Other - FFP	98-C-8025	N/A	23-Apr-99	\$ 0.228	Dario Beniquez	ERD	Carol Machacek	David Miller	Ingra Haynes
Univ. of Colorado	NP	Env Svcs - WW	98-C-8026	N/A	30-Sep-99	\$ 0.050	Mary Anderson	ECR	Carol Machacek	Lupe Garcia	Ingra Haynes
Northrop Grumman Corp	LB	Mentor-Protégé [CPFF]	98-C-9006	N/A	29-May-99	\$ 0.250	Janie Campos	HSW/BC	Eileen King	Eileen King	Karin Kusiak
Labat-Anderson	LB	Mentor-Protégé [CPFF]	98-C-9007	N/A	29-May-00	\$ 0.477	Janie Campos	HSW/BC	Eileen King	Eileen King	Karin Kusiak
The Boeing Company	LB	Mentor-Protégé [CPFF]	98-C-9010	N/A	28-May-99	\$ 0.280	Janie Campos	HSW/BC	Tom Flagmier	Yolanda Tollinger	Karin Kusiak
Rockwell Collins, Inc.	LB	Mentor-Protégé [CPFF]	98-C-9011	N/A	28-May-99	\$ 0.296	Janie Campos	HSW/BC	Tom Flagmier	Yolanda Tollinger	Karin Kusiak
The Boeing Company	LB	Other - [CPFF]	98-C-9015	N/A	30-Jul-99	\$ 0.238	Janie Campos	HSW/BC	Janie Campos	Janie Campos	Karin Kusiak

Frontline Systems, Inc.
Integrated Product Team (IPT) Summary
(Open Contracts Only)

Page Southerland Page		A & E [IDIQ] [FFP]	98-D-0001	N/A	15-Dec-00	\$ 1.776	David Cole	DCH	Eileen King	Paul Vaughn	Maggie Colegrove
Avila Gov't Services	SDB	A & AS [IDIQ] [FFP]	98-D-0005	31-May-03	31-May-03	\$ 2.800	Loretta Manley	DCH	Eileen King	Eileen King	Maggie Colegrove
3D/International	LB	A & E [IDIQ] [FFP]	98-D-8500	30-Nov-99	10-Jun-01	\$ 1.804	Boyce Bourland	DCD	Carol Machacek	Lupe Garcia	Maggie Colegrove
Universe Technologies, Inc.	WOB	SETA Services [FFP]	98-D-8501	17-Dec-02	17-Dec-02	\$ 23.050	Steve Gagliano	ERC	Carol Singleton	Petra Rosales	Ingra Haynes
J.M. Waller & Associates	SDB	SETA Services [FFP/CR]	98-D-8502	17-Dec-02	17-Dec-02	\$ 46.100	Steve Gagliano	ERC	Carol Singleton	Petra Rosales	Ingra Haynes
The Kevric Company, Inc.	SDB	Support Services [FFP]	98-D-8504	1-May-99	1-May-00	\$ 2.500	Tamala Tennison	EQ	Eileen King	Lupe Garcia	Ingra Haynes
Informatics	SDB	Support Services [FFP/T&M]	98-D-8509	N/A	17-Dec-02	\$ 23.050	Steve Gagliano	ERC	Carol Singleton	Petra Rosales	Ingra Haynes
Michael Baker Jr., Inc	SB	A & E [FFP IDIQ]	98-D-8510	17-Sep-98	31-Aug-00	\$ 3.750	Boyce Bourland	DCD	Eileen King	Lupe Garcia	Ingra Haynes
Booz+Allen & Hamilton	LB	Support Services [FFP]	98-F-8801	N/A	21-Sep-99	\$ 0.073	Laura McWhirter	EQP	Carol Machacek	Lupe Garcia	Ingra Haynes
Margon, Inc.	SB	Support Services [FFP]	99-C-8028	N/A	14-Jun-00	\$ 0.226	Elizabeth Davis	EQ	Brenda Dillard	Brenda Dillard	Ingra Haynes
Geraghty & Miller, Inc.	LB	ERT [CPFF]	99-C-8032	NA	31-Dec-01	\$ 0.640	Jerry Hansen	ERT	Mary Urey	Lydia Juhré	Ingra Haynes
Terra Systems, Inc	LB	ERT[CPFF]	99-C-8033	N/A	30-Sep-01	\$ 0.625	Patrick Haas	ERT	Mary Urey	Lydia Juhré	Ingra Haynes
Parsons Enginrng Science, Inc.	LB	ERT [FFP]	99-C-8034	NA	30-Sep-01	\$ 0.619	James Gonzales	ERT	Mary Urey	Lydia Juhré	Ingra Haynes
BNC International, Inc.	SB	[FFP]	99-C-8035	N/A	17-Jun-00	\$ 0.184	Samer Karmi	ERD-AK	Pam Bible	Pam Bible	Maggie Colegrove
Glacier Painting & Decorating	SB	Remedial Action [FFP]	99-C-8036	N/A	24-Jun-00	\$ 0.686	Samer Karmi	ERD-AK	Pam Bible	Pam Bible	Maggie Colegrove
Rowan University	Other	IBA-SA [CPFF]	99-C-8037		31-May-00	\$ 0.106	James Gonzales	ERT	Mary Urey	Lydia Juhré	Ingra Haynes
Vista Technologies	SB	HMMP [FFP]	99-C-8038		27-Jun-00	\$ 0.249	Elizabeth Davis	EQ	Brenda Dillard	Gerardo Villareal	Ingra Haynes
Geo Insight Int. Inc.	SB	GIS SUPPORT [FFP]	99-C-8039	N/A	28-Feb-00	\$ 0.058	Capt Brian Murphy	ECP	Carol Machacek	Carol Machacek	Ingra Haynes
Bering Straits Dev't Corp	LB	"Other"	99-C-8041	N/A	25-Jan-00	\$ 0.082	Paul Templeton	ERD-AK	Pam Bible	Pam Bible	Maggie Colegrove
Oregon State University	Other	"Other"	99-C-8042	N/A	30-Sep-00	\$ 0.414	Lt Marcia Quigley	ERT	Mary Urey	Lydia Juhré	Ingra Haynes
BNC, INT	SB	Remedial Action [FFP]	99-C-8043	N/A	31-Mar-00	\$ 0.159	Samer Karmi	ERD-AK	Pam Bible	Pam Bible	Maggie Colegrove
Baker & Associates	SB	A&E [IDIQ] [FFP]	99-D-0002	4-Dec-98	20-Oct-03	\$ 6.799	Loretta Manley	DCH	Eileen King	Annie Quintisk	Maggie Colegrove
Koonce Pfeffer, Inc.		A&E [IDIQ] [FFP]	99-D-0004	21-Aug-02	28-Dec-00	\$ 6.415	Loretta Manley	DCH	Eileen King	Annie Quintisk	Maggie Colegrove
Margon, Inc.	SB	Support Services [FFP]	99-D-8512	27-Jan-99	26-Jan-00	\$ 2.995	Robin Lovell	MSC	Carol Singleton	Charles Wilcox	Karin Kusiak
Research Dynamics	WOB	Support Services [FFP]	99-D-8513	N/A	26-Jul-00	\$ 2.900	Robin Lovell	MSC	Carol Singleton	Petra Rosales	Karin Kusiak

Frontline Systems, Inc.

198 Total Contracts on this List

minus

77

124

"Active" Contracts

Includes -10

Contracts with Completion Dates between 01 Oct 99 and 31 Jan 00									
Contract No.	Contract Name	Contract Value	Contract Start Date	Contract End Date	Contract Status	Contract Type	Contract Location	Contract Description	Contract Notes
1
2
3
4
5
6
7
8
9
10
11
12
13
14
15
16
17
18
19
20
21
22
23
24
25
26
27
28
29
30
31
32
33
34
35
36
37
38
39
40
41
42
43
44
45
46
47
48
49
50
51
52
53
54
55
56
57
58						

**Team Chief Appendix A-6:
Team Chief Points of Contact**

Installation or Customer								
Task Order #	Project Title	Customer POC	Customer Phone#	Contractor Name	Contractor Point of Contact	Contractor Phone #	SETA / ERC Support	Support Phone #
F41624-97-D-8024-0012	Constr of Stormwater Ctrl Mea	Mr. Base Guy	555-5555	IT Corp.	Mr. Joe Contractor	555-5555	Mr. Tech Support	555-5555
F41624-97-D-8024-0031	Landfill 7 Cap Restoration	Mr. Base Guy	555-5555	IT Corp.	Mr. Joe Contractor	555-5555	Mr. Tech Support	555-5555
F41624-97-D-8015-0013	DMC/CC Drainage Repair	Mr. Base Guy	555-5555	Roy F. Weston	Mr. Joe Contractor	555-5555	Mr. Tech Support	555-5555
F41624-97-D-8020-0115	IRP Support	Ms. Base Lady	555-5555	Radian Int'l Corp.	Ms. Jane Contractor	555-5555	Mr. Tech Support	555-5555
F41624-97-D-8020-0034	Ecological Risk Assessment	Ms. Base Lady	555-5555	Radian Int'l Corp.	Mr. Joe Contractor	555-5555	Ms Con Sultant	555-5555

Installation or Customer								
Task Order #	Project Title	Customer POC	Customer Phone#	Contractor Name	Contractor Point of Contact	Contractor Phone #	SETA / ERC Support	Support Phone #
F41624-94-D-8068-0002	Restore UST Sites	Mr. Base Program	555-5555	R&R Int'l	Mr. Joe Contractor	555-5555	Mr. Tech Support	555-5555
F41624-97-D-8015-0007	SWMU-4 Munitions Disp Pit	Mr. Contact	555-5555	Roy F. Weston	Mr. Joe Contractor	555-5555	Mr. Tech Support	555-5555
F41624-94-D-8068-0008	Soil Removal @ Former UST	Mr. Base Program	555-5555	R&R Int'l	Ms. Jane Contractor	555-5555	Mr. Tech Support	555-5555
F41624-94-D-8054-0053	Cleanup Plan for MAF D-1	Mr. Contact	555-5555	URSGWS	Mr. Joe Contractor	555-5555	Mr. Tech Support	555-5555
F41624-94-D-8136-0098	RI for Contamination North PO	Mr. Contact	555-5555	Parsons ES	Ms. Jane Contractor	555-5555	Mr. Tech Support	555-5555
F41624-94-D-8136-0065	Air Study	Mr. Base Program	555-5555	Parsons ES	Mr. Joe Contractor	555-5555	Mr. Tech Support	555-5555
F41624-94-D-8054-0028	IRA	Mr. Contact	555-5555	URSGWS	Mr. Joe Contractor	555-5555	Mr. Tech Support	555-5555

Installation or Customer								
Task Order #	Project Title	Customer POC	Customer Phone#	Contractor Name	Contractor Point of Contact	Contractor Phone #	SETA / ERC Support	Support Phone #
F41624-94-D-8054-0027	Site Investigation/CAP	Captain America	555-5555	URSGWS	Mr. Joe Contractor	555-5555	Mr. Tech Support	555-5555

Installation or Customer								
Task Order #	Project Title	Customer POC	Customer Phone#	Contractor Name	Contractor Point of Contact	Contractor Phone #	SETA / ERC Support	Support Phone #
F41624-95-D-801-0005	Bioremed of POL Contam Soil	Major Mess	555-5555	Versar Inc.	Ms. Jane Contractor	555-5555	Ms Con Sultant	555-5555

ACRONYMS

ABSS	Automated Business Service System
A-E	Architect-Engineer
AFBCA	Air Force Base Conversion Agency
AFCEE	Air Force Center for Environmental Excellence
AFIT	Air Force Institute of Technology
AICUZ	Air Installation Compatible Use Zone
BRAC	Base Realignment and Closure
CADD	Computer Aided Design
CAMS	Contract Administration Management System
CDMS	Contract Data Management System
CDRL	Contract Data Requirements List
CERCLA	Comprehensive Environmental Response Compensation and Liability Act
CPAF	Cost Plus Award Fee
CPFF	Cost Plus Fixed Fee
CPSMR	Contractor's Progress, Status, and Management Report
CO	Contracting Officer
COR	Contracting Officers Representative
DCAA	Defense Contracting Audit Agency
DCMA	Defense Contract Management Command
DD1391	Military Construction Project Data Form
DDD	Determination of Decision Document
DFAS/DAO	Defense Financial Accounting System/Defense Accounting Office
DO	Task Order

DID	Data Item Description
DoD	Department of Defense
DPM	Defense Priority Model
EA	Environmental Assessment
ECAMP	Environmental Compliance Assessment Management Program
EIAP	Environmental Impact Analysis Process
EIS	Environmental Impact Statement
ERA	Environmental Restoration Account
FFA	Federal Facilities Agreement
FFP	Firm Fixed Price
FMER	Funds and Man-hour Expenditure Report
GCD	Guidance for Contract Deliverables
GIS	Geographical Information System
GSE&I	General Systems Engineering and Integration
HOI	Headquarters Operating Instruction
HQ/ILEVR	Headquarters Air Force, Environmental Restoration Division
HSW/FMFC	Human Systems Wing, finance and accounting function
HSW/PKV	Human Systems Wing, Environmental Contracting Division
ID/IQ	Indefinite Delivery/Indefinite Quality
IGE	Independent Government Estimate
IRP	Installation Restoration Program
MAJCOM	Major Command
MIPR	Military Interdepartmental Purchase Request (DD Form 448)
MXT	Management Execution and Tracking

NEPA	National Environmental Policy Act
NTE	Not-to-Exceed
OBAN	Operating Budget Account Number
O&M	Operations and Maintenance
OTS	Obligation Tracking System
PA	Preliminary Assessment
PCO	Procuring Contracting Officer
PPC	Project Planning Chart
PR	Purchase Request
QA/QC	Quality Assurance/Quality Control
QPP	Quality Program Plan
RA	Remedial Action
RAB	Restoration Advisory Board
RACER	Computerized Parametric Cost Estimating System
RD	Remedial Design
REO	Regional Environmental Office
RFP	Request for Proposal
SETA	Systems Engineering and Technical Assistance
SOW	Statement of Work
TDY	Temporary Duty
T&M	Time and Materials
USAF	United States Air Force
WBS	Work Breakdown Structure

APPENDIX B: Forms and Checklists

- B-1 Air Force Form 1391**
- B-2 Data Entry Form**
- B-3 Task Order Milestone Tracking Form**
- B-4 Cover Sheet for Preliminary Assessments/Site Investigations (PA/SI) through Remedial Design (RD) Project Packages**
- B-5 Cover Sheet for Remedial Action (RA) Project Packages**
- B-6 Tab Configuration for Project Folders**
- B-7 Technical Evaluation Considerations**
- B-8 Checklist for Scoping Meeting**
- B-9 Checklist for Pre-performance Meeting**
- B-10 Daily Inspection Record**

DD Form 1391 Instructions
(Coordinate with customer for specific guidance)

Block No. 1 – COMPONENT: Air Force

Block No. 2 - DATE: Date the document was created or document revision date.

Block No. 3 – INSTALLATION AND LOCATION: Installation name and State.

Block No. 4 - PROJECT TITLE: Keep simple yet descriptive. Use CERCLA terminology and site names, i.e., UST Removal at ST-01 or IRA at East MOGAS Station..

Block No. 5 - PROGRAM ELEMENT: State the program, i.e., DERA or BCA part II.

Block No. 6 - CATEGORY CODE. Real estate classification code for real property accounting purposes.

Block No. 7 - PROJECT NUMBER: Provide a project number for each project. If an old project, provide the same project number as on previous documents. If the project is a new requirement, provide a document number that begins with the same four letter code for all projects on the installation. The next two numbers are usually the year and the final numbers are up to the creator's discretion, i.e. ALWG92XXXX.

Block No. 8 - PROJECT COST: Total project cost.

Block No. 9 - COST ESTIMATES: This block includes the Item, Units/ Measure, Quantity, Unit Cost, and Cost. Lump sums are not permitted. For example, items such as "site improvement" must be broken down into specific needs (i.e., backfill, topsoil, seeding).

Block No. 10 - DESCRIPTION: Briefly but concisely explain the principle project feature.

Block No. 11 - REQUIREMENTS:

PROJECT. What is the goal of the project? What change does the project provide?

REQUIREMENT: NPL or non-NPL site? Cite applicable state and federal laws, orders, regulations, agreements, and regulatory deadlines. Also, provide other pertinent information, such as health risk or escalating cost for cleanup.

CURRENT SITUATION: Provide type, level, extent and cause of contamination. What is being done or has been done to control the problem? What is the effect on the community or installation mission? If the contamination is caused by or affecting an installation structure, provide the status of the structure (i.e., abandoned or currently being used.)

DD Form 1391 Instructions

(continued)

ADDITIONAL: Provide site code, priority (see IRP Management Guidance), contracting agent, and DPM score. If a DPM score is not yet available, provide a statement to this effect and a date when the score will be provided. No projects will be validated without this information.

AIR FORCE CENTER FOR ENVIRONMENTAL EXCELLENCE CEILING RESERVATION FORM

Reservation Type	<u>Initial</u>	<u>Revision</u>	<u>Cancellation</u>	
FY Projection	<u>Reservation</u> (Current FY)	<u>Anticipated</u> (Next FY)	<u>Forecasted</u> (Future FY)	
Fund Type <u>II/III/IV</u>	<u>ERA</u>	<u>O&M</u>	<u>COMP</u>	<u>PP</u> <u>BRAC</u>
	<u>MFH</u>	<u>R&D</u>	<u>DESC</u>	<u>Other</u>

CONTRACT / TASK ORDER / PROJECT INFORMATION

DO Pricing Arrangement	<u>FFP</u>	<u>T&M</u>	<u>CPFF</u>	<u>CPAF</u>
	<u>OTHER</u>			

DO TYPE (Type of Work)	<u>Study</u>	<u>RD</u>	<u>RA</u>	<u>LTO/M</u>	<u>Technology Evaluation</u>
	<u>Program Support</u>			<u>Education/Training</u>	<u>ADP Support</u>
	<u>Design</u>			<u>Construction</u>	<u>Other</u>

<u>TASK ORDER TITLE / MODIFICATION TITLE</u>	
<u>INSTALLATION OR WORK SITE</u>	<u>REQUIRING MAJOR COMMAND</u>
<u>CONTRACT NUMBER</u>	<u>CONTRACTOR NAME</u>

For Revisions and Cancellations Only as Applicable	<u>RESERVATION #</u>	<u>DO #</u>	<u>MODIFICATION #</u>
---	----------------------	-------------	-----------------------

<u>TARGET START DATE</u>	<u>TARGET COMPLETION DATE</u>	<u>TOTAL COST</u>
PROJECT: <u>NUMBER</u>	<u>TITLE</u>	<u>CWE</u>
PROJECT: <u>NUMBER</u>	<u>TITLE</u>	<u>CWE</u>
PROJECT: <u>NUMBER</u>	<u>TITLE</u>	<u>CWE</u>
PROJECT: <u>NUMBER</u>	<u>TITLE</u>	<u>CWE</u>
PROJECT: <u>NUMBER</u>	<u>TITLE</u>	<u>CWE</u>

Requestor	<u>PROJECT MANAGER / COR</u>	<u>OFFICE SYMBOL</u>	<u>PHONE #</u>	<u>DATE</u>
------------------	------------------------------	----------------------	----------------	-------------

Comments	<u></u> <u></u> <u></u>
-----------------	-------------------------------

Approval	<u>CONTRACT MANAGER</u>	<u>OFC SYMBOL</u>	<u>PHONE #</u>	<u>DATE</u>
-----------------	-------------------------	-------------------	----------------	-------------

Data Entry		
<u>AFCEE/MSCD</u>	<u>DATE ENTERED INTO</u>	<u>DATE RETURNED</u>
<u>DATA SPECIALIST</u>	<u>SYSTEM</u>	<u>TO PM</u>

Revised 3/2/00 All Project Manager Fields Are MANDATORY Except as Noted for Revisions/Cancellations Available on the 'R' drive at R:/MS/datamgmt/reservation.doc

Project Manager's Handbook

TASK ORDER MILESTONE TRACKING FORM

DO Title: _____

Installation: _____ MAJCOM: _____

Contract Number: _____ Contractor: _____

DO Number: _____ Mod Number: _____

Required Award Date: _____ DO Type: _____

Period of Performance: _____ Data Specialist: _____

Project Number: _____ Funding Amount: _____

Project Number: _____ Funding Amount: _____

Project Number: _____ Funding Amount: _____

MILESTONE	DATE	NOTES
Contractor Selection		
Ceiling Reservation		
Statement of Work		
Cost Estimate		
CDRL Generation		
PR into ABSS		
PR Certified		
PR Pkg to Program Coordinator		
PR Pkg to PKVB		
RFP Sent to Contractor		
RFP Due from Contractor		
Tech Eval Request from PKV		
Tech Eval Due to PKV		
Tech Eval Provided to PKV		
Negotiations Completed		
DO Signed by CO		

AIR FORCE CENTER FOR ENVIRONMENTAL EXCELLENCE
ENVIRONMENTAL RESTORATION DIVISION

PA thru RD Project Package Checklist

Installation _____ MAJCOM _____

Contract Number _____ Contractor _____

Task Order # _____ Modification # _____

Req'd Award Date _____ Existing ☐ Reserved ☐ ☐ Funded ☐ Unfunded

DO Type & Contract Vehicle	<input type="checkbox"/>	FFP CPFF	<input type="checkbox"/>	T&M RFP	<input type="checkbox"/>	CPAF Admin Mod
-------------------------------	--------------------------	-------------	--------------------------	------------	--------------------------	-------------------

Project Number	_____	Project Amount	_____
Project Number	_____	Project Amount	_____
Project Number	_____	Project Amount	_____
Project Number	_____	Project Amount	_____

<input type="checkbox"/>	Ceiling Reservation Requested	<input type="checkbox"/>	Approved
<input type="checkbox"/>	Memorandum to HSW/PKV		
<input type="checkbox"/>	Purchase Request (Form 36) and a copy of the Funds Authorization (616, etc)		
<input type="checkbox"/>	Contractor Selection Evaluation Memorandum		
<input type="checkbox"/>	Surveillance Plan for providing technical oversight of contractor activities		
<input type="checkbox"/>	Ozone Depleting Substances Certification		
<input type="checkbox"/>	Statement of Work (Project Numbers Listed in Title)		
<input type="checkbox"/>	CDRLs Attached to SOW		
<input type="checkbox"/>	Davis Bacon Wage Act Applies?	County:	_____

Government Estimates	<input type="checkbox"/>	PA thru FS
- Assumptions	<input type="checkbox"/>	RD: <input type="checkbox"/> Title IA or IB <input type="checkbox"/> Title II
- Spreadsheet		(Note: Title IB services cannot exceed 6% of the estimated construction costs)

☐ Installation Support Letter signed by Installation Commander or Designee
☐ Requested (Suspense Date _____) ☐ Attached

☐ COR Designation Request Letter

Points of Contact Project Manager _____

COR _____

Review/Coord. Program Coordinator _____

AIR FORCE CENTER FOR ENVIRONMENTAL EXCELLENCE

ENVIRONMENTAL RESTORATION DIVISION

Remedial Action Project Package Checklist

Installation _____ MAJCOM _____

Contract Number _____ Contractor _____

Task Order # _____ Modification # _____

Req'd Award Date _____ Existing ☐ Reserved ☐ ☐ Funded ☐ Unfunded

DO Type & Contract Vehicle	<input type="checkbox"/>	FFP CPFF	<input type="checkbox"/>	T&M RFP	<input type="checkbox"/>	CPAF Admin Mod
-------------------------------	--------------------------	-------------	--------------------------	------------	--------------------------	-------------------

Project Number	_____	Project Amount	_____
Project Number	_____	Project Amount	_____
Project Number	_____	Project Amount	_____
Project Number	_____	Project Amount	_____

- ☐ Ceiling Reservation Requested ☐ Approved
- ☐ Memorandum to HSW/PKV
- ☐ Purchase Request and a copy of the Funds Authorization (616, etc)
- ☐ Contractor Selection Evaluation Memorandum
- ☐ Surveillance Plan for providing technical oversight of contractor activities
- ☐ Ozone Depleting Substances Certification
- ☐ Statement of Work (Project Numbers Listed in Title)
- ☐ CDRLs Attached to SOW
- ☐ Installation Support Letter signed by Installation Commander or Designee
☐ Requested (Suspense Date _____) ☐ Attached
- ☐ COR Designation Request Letter
- ☐ Davis Bacon Wage Act Applies? County: _____

Points of Contact Project Manager _____
 COR _____

Review/Coord. Program Coordinator _____

COR Binder

Table of Contents

REFERENCE

Point of Contract	A-1
TDY/Other Information	A-2

PRE-AWARD PHASE

Scoping	B-1
Funding Documents	B-2
Contacting Package	B-3
Proposal Review	B-4

AWARD PHASE

Contract/Mods	C-1
COR Authority letter	C-2

POST-AWARD PHASE

Minutes/Comments	D-1
Meeting Agendas/Minutes	D-1-A
Document Review Comments	D-1-B
Other	D-1-C
Correspondence	D-2
Base/MAJCOM	D-2-A
Regulatory	D-2-B
Contractor	D-2-C
Contract-Related	D-2-D
Other	D-2-E
Project Management	D-3
Schedules/Milestone Charts	D-3-A
Progress Reports	D-3-B
Invoices/Cost Reports	D-3-C
Field QA/QC Reports and Data	D-3-D
Miscellaneous	D-3-E

TECHNICAL EVALUATION CONSIDERATIONS

1. The evaluation shall consider the following checked aspects of the proposal and the return comments shall discuss and substantiate each aspect. Failure to provide the required information could seriously delay the award. Be specific in your analysis. Complete justification is necessary; use of general terms such as "too high" or "too low" is not adequate. Provide quantitative value recommendations.

_____ a. Evaluate the types, quantities and mix of labor hours proposed and provide an estimate of the necessary manhours and mix as well as the rationale for the estimate. Indicate where an adjustment is needed in order to successfully accomplish the requirements of the project.

_____ b. Comment on the reasonableness of proposed ODCs &/or material including such things as quantity, type and necessity of purchasing such ODCs &/or materials for the project. Explain the criteria used in your determination.

_____ c. Indicate and justify the need to acquire equipment using contract funds. Is the equipment general purpose or unique for the performance of this project? If the equipment is computer type, provide the appropriate authorization (e.g. Computer Systems Requirements Document CSRD) for ADPE items with your evaluation if not previously provided with the PR.

_____ d. Discuss the requirement for and availability of Government furnished property (GFP)/information (GFI) or base support. If any of these items is applicable and has not been provided with the PR, provide a written certification from the base for the base support and from the "owner" of the GFP/GFI that the items will be available when the contractor requires them to meet schedule. If the items cannot be made available in a timely manner, provide dates when the items will become available for the contractor's use.

_____ e. Evaluate and justify the proposed travel, specifically the need for and location of proposed travel as well as the number of trips and personnel.

_____f. Discuss the necessity for consultant charges. Explain what the consultants will be expected to contribute to the project and why it is considered necessary to utilize consultant services. Include discussion, if appropriate, regarding knowledge of the professional background of the consultant.

_____g. Evaluate subcontracting proposed. Discuss how and when subcontracting may be utilized to the best advantage of the program and disclose any information that is known on the subcontractor. Are proposed subcontract elements, e.g. labor, travel, material, equipment, computer use, etc., reasonable and necessary? If the prime contractor performed an analysis/evaluation, evaluate the prime's analysis, provide your written assessment as to the extent of its acceptability/reasonableness.

_____h. Provide any risk assessments related to the overall technical approach proposed by the contractor (High - Medium - Low). Justify the basis of your determination. Include other areas such as schedule which may impact the risk assessment.

_____i. Address the Task Order period of performance. Identify specific start and completion dates. Include your assessment of contractor's requirement to accelerate its effort in order to complete the Task Order within the stated period of performance.

2. If additional information and/or clarification was required from the contractor, explain any assumptions made based on the contractor's clarification. If the contractor stated any technical assumptions resolve these via incorporation in the Statement of Work or through technical discussions in which the contractor rescinds the assumption/comment. Any open technical issues that cannot be resolved may be left to be resolved at negotiations.

3. All technical evaluation memorandum shall be clearly marked "FOR OFFICIAL USE ONLY."

AIR FORCE CENTER FOR ENVIRONMENTAL EXCELLENCE

ENVIRONMENTAL RESTORATION DIVISION

Checklist for Scoping Meeting

Project Information	Project Name				Project Number			
	Installation				MAJCOM			
	Contractor							
Project Type	<input type="checkbox"/> Study		<input type="checkbox"/> RD		<input type="checkbox"/> RA			
Affected Media	<input type="checkbox"/> Soil	<input type="checkbox"/> GW	<input type="checkbox"/> SW	<input type="checkbox"/> Sediment	<input type="checkbox"/> Air			
	Site Types							
	Contaminants of Concern							
	Available Data (previous studies)							
Funding Information	Copy of Approved 1391			Validated Amount			Date to AFCEE	
	Fund Types:		<input type="checkbox"/> ERA	<input type="checkbox"/> BRAC				
	Funds Via:		<input type="checkbox"/> 616	<input type="checkbox"/> OBAN	<input type="checkbox"/> MIPR	<input type="checkbox"/> Other		
Briefing Information	AFCEE Services Briefed.....				<input type="checkbox"/> Yes	<input type="checkbox"/> No		
	AFCEE Phone List Provided.....				<input type="checkbox"/> Yes	<input type="checkbox"/> No		
	Chain of Command Explained.....				<input type="checkbox"/> Yes	<input type="checkbox"/> No		
	Installation Support Letter Requirement Explained.....				<input type="checkbox"/> Yes	<input type="checkbox"/> No		
	Sample Installation Support Letter Provided.....				<input type="checkbox"/> Yes	<input type="checkbox"/> No		
	Peer Review Accomplished.....				<input type="checkbox"/> Yes	<input type="checkbox"/> No		
Customer Needed Dates	Critical need dates identified.....				<input type="checkbox"/> Yes	<input type="checkbox"/> No		
	Critical deliverables identified.....				<input type="checkbox"/> Yes	<input type="checkbox"/> No		
	Project milestones developed.....				<input type="checkbox"/> Yes	<input type="checkbox"/> No		
Onsite Surveillance	Contract Options Explained.....				<input type="checkbox"/> Yes	<input type="checkbox"/> No		
	Type Selected	<input type="checkbox"/> Field Engineer	<input type="checkbox"/> Title II	<input type="checkbox"/> AFCEE	<input type="checkbox"/> Installation Personnel			
Points of Contact	AFCEE Project Manager _____							
	Installation Personnel _____							
	MAJCOM Personnel _____							
	Regulators _____							
	HSW/PKV Personnel _____							

AIR FORCE CENTER FOR ENVIRONMENTAL EXCELLENCE

Environmental Restoration Division

Pre-performance Meeting Checklist

Project Information

Project Name _____

Project Number _____

Installation _____

MAJCOM _____

Target Start Date _____

Target Completion Date (ZZ250 Date) _____

Meeting Coordination

Date _____

Place _____

Time _____

Attendees:

AFCEE _____

MAJCOM _____

Base ENV _____

Base CE _____

Base Bio _____

Base Safety _____

Points of Contact

Onsite Surveillance:

Contractor Quality Control _____

AFCEE Field Engineer _____

Title II Services Personnel _____

Installation Personnel _____

Periodic Reviewer of QCP _____

Installation Personnel:

Base CE Office _____

Fire Department _____

Security Police _____

AFCEE Personnel:

Project Manager _____

COR _____

HSW/PKV _____

Contractor Personnel:

Program Manager _____

Project Manager _____

Field Supervisor _____

AIR FORCE CENTER FOR ENVIRONMENTAL EXCELLENCE

Environmental Restoration Division

Preperformance Meeting Checklist (Continued)

Critical Environmental Requirements

Regulatory Agreements.....
MAJCOM, Base, Regulatory Comments...

☐ Yes
☐ Yes

☐ No
☐ No

Deliverables/Dates

Installation Support

Utility Hookups

Water
Meter

☐ Required
☐ Required

☐ Provided
☐ Provided

Point of Contact

Electrical
Meter

☐ Required
☐ Required

☐ Provided
☐ Provided

Point of Contact

Communications
Meter

☐ Required
☐ Required

☐ Provided
☐ Provided

Point of Contact

Permits

Digging

☐ Required

☐ Provided

Point of Contact

Burn/Weld

☐ Required

☐ Provided

Point of Contact

Passes

Vehicle

☐ Required

☐ Provided

Point of Contact

Individual

☐ Required

☐ Provided

Point of Contact

Site Specifics

Office Space

☐ Required

☐ Provided

Point of Contact

Material Storage

☐ Required

☐ Provided

Point of Contact

Secured

Equip Storage

☐ Required

☐ Provided

Point of Contact

Airfield Clearness Criteria Applies.....

☐ Yes

☐ No

Security/Construction Fences Required...

☐ Yes

☐ No

Fire Protection Requirements.....

☐ Yes

☐ No

Description of Requirements

Government Furnished Equipment

☐ Yes

☐ No

Description of Equipment Provided

Site Appearance

Frequency

of Site Cleanup.....

☐ Daily

☐ Weekly

☐ Other

AIR FORCE CENTER FOR ENVIRONMENTAL EXCELLENCE
Environmental Restoration Division

Preperformance Meeting Attendance

Meeting Date _____

1. _____

Name

Organization

Phone

Fax

2. _____

3. _____

4. _____

5. _____

6. _____

7. _____

8. _____

9. _____

10. _____

11. _____

12. _____

13. _____

14. _____

15. _____

16. _____

17. _____

18. _____

19. _____

20. _____

AIR FORCE CENTER FOR ENVIRONMENTAL EXCELLENCE CEILING RESERVATION FORM

Reservation Type	<input checked="" type="checkbox"/> Initial	<input type="checkbox"/> Revision	<input type="checkbox"/> Cancellation
FY Projection	<input checked="" type="checkbox"/> Reservation (Current FY)	<input type="checkbox"/> Anticipated (Next FY)	<input type="checkbox"/> Forecasted (Future FY)
Fund Type <u>II/III/IV</u>	<input checked="" type="checkbox"/> ERA	<input type="checkbox"/> O&M	<input type="checkbox"/> COMP <input type="checkbox"/> PP <input type="checkbox"/> BRAC
	<input type="checkbox"/> MFH	<input type="checkbox"/> R&D	<input type="checkbox"/> DESC <input type="checkbox"/> Other

CONTRACT / TASK ORDER / PROJECT INFORMATION

DO Pricing Arrangement	<input type="checkbox"/> FFP	<input checked="" type="checkbox"/> T&M	<input type="checkbox"/> CPFF	<input type="checkbox"/> CPAF
	<input type="checkbox"/> OTHER			

DO TYPE (Type of Work)	<input checked="" type="checkbox"/> Study	<input type="checkbox"/> RD	<input type="checkbox"/> RA	<input type="checkbox"/> LTO/M	<input type="checkbox"/> Technology Evaluation
	<input type="checkbox"/> Program Support		<input type="checkbox"/> Education/Training		<input type="checkbox"/> ADP Support
	<input type="checkbox"/> Design		<input type="checkbox"/> Construction		<input type="checkbox"/> Other

RCRA Facility Investigation/Corrective Measures Study

TASK ORDER TITLE / MODIFICATION TITLE

Cape Canaveral, AIS, FL

INSTALLATION OR WORK SITE

AFSPC

REQUIRING MAJOR COMMAND

F41624-95-D-8006

CONTRACT NUMBER

BEM Systems

CONTRACTOR NAME

For Revisions and Cancellations

Only as Applicable

RESERVATION #

DO #

MODIFICATION #

TARGET START DATE	TARGET COMPLETION DATE	TOTAL COST
PROJECT: <u>DBEH 1999 7063</u>	<u>RCRA Fac. Investigation</u>	<u>952,800</u>
NUMBER	TITLE	CWE
PROJECT: <u>SXHT 2000 7067</u>	<u>CMS</u>	<u>728,000</u>
NUMBER	TITLE	CWE
PROJECT: <u>NUMBER</u>	<u>TITLE</u>	<u>CWE</u>
PROJECT: <u>NUMBER</u>	<u>TITLE</u>	<u>CWE</u>
PROJECT: <u>NUMBER</u>	<u>TITLE</u>	<u>CWE</u>

Requestor	<u>Charlie Friend</u>	<u>ERDB</u>	<u>5284</u>	<u>20 Dec 99</u>
	PROJECT MANAGER / COR	OFFICE SYMBOL	PHONE #	DATE

Comments

Approval	<u>Cesar Silva</u>	<u>ERBW</u>	<u>5555</u>	<u>23 Dec 99</u>
	CONTRACT MANAGER	OFC SYMBOL	PHONE #	DATE

Data Entry	<u>Karin Kusiak</u>	<u>20 Dec 99</u>	<u>29 Dec 99</u>
	AFCEE/MSCD	DATE ENTERED INTO	DATE RETURNED
	DATA SPECIALIST	SYSTEM	TO PM

Revised 3/2/00 All Project Manager Fields Are MANDATORY Except as Noted for Revisions/Cancellations Available on the 'R' drive at R:/MS/datamgmt/reservation.doc

Project Manager Handbook



DEPARTMENT OF THE AIR FORCE
HEADQUARTERS AIR FORCE CENTER FOR ENVIRONMENTAL EXCELLENCE
BROOKS AIR FORCE BASE TEXAS

20 Jan 00

MEMORANDUM FOR 311th HSW/PKVBB

FROM: HQ AFCEE/ERD
3207 North Road
Brooks AFB, TX 78235-5363

SUBJECT: Task Order Request for Contract Number F41624-95-D-8006, Task Order 0030

Approval of the attached Purchase Request (PR) package is sought. The Task Order (DO) is requested to be awarded on contract Number F41624-95-D-8006 with BEM Systems, Inc. It is requested this project be awarded as a Time and Materials Task Order and a request for proposal be sent to the Contractor.

The Task Order will conduct environmental studies required to complete a RCRA Facility Investigation and Corrective Measures Study (RFI/CMS) which will include groundwater, surface water, sediment, soil, and biota sampling at Facility 18003 (SWMU# C091) located on Cape Canaveral AS, FL and Skeet (SWUM # P044) located on Patrick AFB, FL. The Task Order is anticipated to cost \$1,680,800. The required start date is 24 Mar 00 with the period of performance ending on 30 Apr 02.

If you require any additional information please contact me at DSN 240-5284.

| Signed |

CHARLES D. FRIEND, P.E.
Restoration Project Manager
AFCEE/ERD

Attachments:
PR Package

PURCHASE REQUEST

(Central Procurement and Research Development Test and Evaluation)

PAGE 1 OF 1 PAGES

1. PROC ACTY F41624	2. TYPE PR 3Z	3. PRIORITY R	4. DATE PREPARED 25-Jan-00	5. PURCHASE REQUEST NUMBER FY7624-00-90280	6. AMENDMENT NO BASIC						
7. CODES ERD, LT COL ASTIN, 240-5291											
8. <i>(IF REQUIRED, USE REVERSE SIDE FOR CONTINUATION SHEET)</i>											
ITEM NO A	DESCRIPTION B	PMC C	QUANTITY D	UNIT E	ESTIMATED UNIT PRICE F	EST TOTAL PRICE G					
0005	Data - NSP		1	LO	\$0.00	\$0.00					
0009	RFI/CMS at Facility 18003, Proj # DBEH19997063, Cape Canaveral AS, FL and RFI/CMS at Skeet, Proj # SXHT967027, Patrick AFB, FL		1	LO	\$1,680,800.00	\$1,680,800.00					
0017	Support - NSP		1	LO	\$0.00	\$0.00					
						9. TOTAL \$1,680,800.00					
10. ITEM NO A	REQ DES B	DELIVERY SCHEDULE C		11. SHIP TO A(1)	MARK FOR A(2)	MILSTRIP DATA B					
05	R	30 April 2002		FY7624	FY7624						
09	R	30 April 2002		FY7624	FY7624						
17	R	30 April 2002		FY7624	FY7624						
12. REMARKS Contract Number: F41624-95-8006-0030, BEM Systems, Inc.; Req'd Start Date: 24 Mar 00 Forward copy of Obligation Document to: 1) AFCEE/ERD/MSCD/MSR, 3207 North Rd, Brooks AFB, TX 78235-5363; 2) 45 CES/CERF, 1224 Jupiter St, MS9125, Patrick AFB, FL 32925-3343, Attn Ms Barbara Alred, DSN 854-2797, Fax 854-2236 Following FCA data must appear on the obligation document: AF 616, S1200032; Issued 11 Jan 00; Expires 30 Sep 00 and AF 616 S1200042; Issued 12 Jan 00; Expires 30 Sep 00 I certify to the propriety of funds listed on this contractual; administrative commitment document. This is a TIME & MATERIALS contract. PR Complete											
13. ITEM NO A	B. ACCOUNTING CLASSIFICATION SUPPLEMENTAL ACCOUNTING CLASSIFICATION										
	APPROPRIATION (1)	LIMIT Sub Hd	FC/Y (2)	OAC/ASN (3)	BPAC/RCCC (4)	MPC (5)	EEIC (6)	PRGM ELEM (7)	ADSN (8)	CPN RCPNT (9)	
	5703400		300	83LE	204419	040000	53470	35856F	662400	F62400	\$1,680,800
14. APPROVALS											
A. PREPARED BY CHARLES D. FRIEND, GS13 Restoration Project Manager					C. VIRGINIA D. SINGLETON, GS07 BUDGET ASSISTANT			E. LOIS M. BUCKLEY, GS13 SUPERVISORY BUDGET ANALYST			
B. KARIN L. KUSIAK DATA MGMT TECH					D. LOIS M. BUCKLEY, GS13 SUPERVISORY BUDGET ANALYST			F.			

AFLC/AFSC

FORM AUG 79

36

PREVIOUS EDITION WILL BE USED



DEPARTMENT OF THE AIR FORCE
AIR EDUCATION AND TRAINING COMMAND

30 Nov 99

MEMORANDUM FOR HQ AFCEE/ERD

FROM: HQ AFSPC/CEV
1234 Air Force Street
Peterson AFB, CO 12345

SUBJECT: Confirmation of Project Number DBEH 1999 7063 and SXHT 2000 7067

1. Request AFCEE initiate contract activity on subject projects. This project has been planned, programmed, validated, and budgeted, and is in our approved FY00 Execution Plan. We anticipate this project will be fully funded at \$1,680,800 in FY00. This project has been designated for execution by AFCEE as the service agent. Once funding has been approved, we will transmit the funds to AFCEE/MS for award of the contract action.
2. Our POC for this project is Mr. Joe Action at DSN 240-5202.

| Signed |

Chief, Environmental Restoration Branch
Environmental Division
Directorate of The Civil Engineer

cc: 311 HSW/PKVB
AFCEE/MSR

SAMPLE CONTRACTOR SELECTION LETTER

«date»

MEMORANDUM FOR 311 HSW/PKVBB

ATTENTION: Contracting Officer

FROM: «COR_Team_Chief_Organization»

Project Manager

«COR_Team_Chief_Address»

«COR_Team_Chief_City_State_Zip»

SUBJECT: Contractor Selection («contract_number»)

1. The AFCEE has been requested to conduct environmental investigations to support the 45th Space Wing's Installation Restoration Program. RCRA Facility Investigation/Corrective Measures Study is required at Facility 18003 (SWMU #C091) located on Cape Canaveral AS and Skeet (SWMU # P044) located on Patrick AFB, FL. Investigation activities will include: monitoring well installation/abandonment, soil borings, environmental sampling and analysis and risk assessments to characterize the sites.

2. The following personnel comprised the Source Selection Evaluation Review Panel evaluating the contractors considered for this investigation/study:

Mr Mark Kershner, Remedial Project Manager, 45 CES/CEVR

Mr Ed Worth, Chief, Environmental Restoration, 45 CES/CEVR

Mr Charles Friend, Contracting Officer's Representative

3. The following contractors on AFCEE's approved list of environmental services contractors were considered for this work effort: **Montgomery-Watson, BEM Systems, and CH2M Hill.**

4. BEM Systems was selected to perform this project. The following criteria were used to evaluate the capabilities of the contractors:

a. Contractor Capabilities BEM Systems' current demonstrated capacity on existing orders has been adequate to manage and staff all present work and appears capable of managing and staffing this additional Task Order.

b. Contractor Location. BEM Systems has established an office in Orlando, Florida. This office is located only 50 miles from the base. In addition, BEM has a field office located on Cape Canaveral AFS where field supplies can be stored. This will minimize travel costs and allow for rapid response to any field issues.

c. Contractor Ceiling. The current contract for BEM Systems contains enough ceiling to accommodate all the work planned for this effort. This analysis takes into account the work performed to date, the work currently in contracting, and the work projected for BEM Systems in the future.

d. Contractor Performance. BEM Systems is currently working for AFCEE at the 45th Space Wing on similar projects. The base and regulators have been pleased with the quality of their work to-date.

- e. Time Remaining on Contract. Sufficient time remains on the BEM Systems contract to allow completion of the work on this Task Order.
- f. Base Input. Base personnel have indicated the selection of BEM Systems will meet their requirements and is acceptable. The base's selection was based on the perceived capability of the contractor to complete the work
5. All of the companies reviewed were capable of completing the requirements identified in the SOW. BEM Systems was selected due to prior knowledge of the sites/installation, in addition, cost savings are anticipated if field efforts for this project can be coordinated with a similar Task Orders awarded for the 45th Space Wing. The selection of BEM Systems will minimize the number of contractors serving the 45th Space Wing and reduce management and mobility costs by using personnel already based in the area.
6. Please award Task Order 0030 to BEM Systems under Contract Number F41624-95-D-8006. The installation requires a start date of 24 Mar 00 and anticipates a target completion date of 30 Apr 02.
7. If you have any questions, please call me at 4-5284.

PROJECT MANAGER, Captain, USAF
Environmental Restoration Project Manager

1st Ind, 311 HSW/PKVBB

MEMORANDUM FOR HQ AFCEE/ERDB

Concur/Nonconcur

AUDREY SCHOELLMAN
Contracting Officer

2nd Ind, HQ AFCEE/ERDB

MEMORANDUM FOR HQ AFCEE/ERD

Concur/Nonconcur

ARDYCE M. CLEMENTS, Captain, USAF
Program Coordinator, ERDB

3rd Ind, HQ AFCEE/ERD

MEMORANDUM FOR 311 HSW/PKVB

Concur/Nonconcur

GERALD SAULNIER
Technical Assistant, Environmental Restoration

Division

Or

JARED ASTIN, Lt Col, USAF
Chief, Environmental Restoration Division



DEPARTMENT OF THE AIR FORCE
HEADQUARTERS AIR FORCE CENTER FOR ENVIRONMENTAL EXCELLENCE
BROOKS AIR FORCE BASE TEXAS

14 Jan 00

MEMORANDUM FOR 311th HSW/PKVBB

FROM: HQ AFCEE/ERD
3207 North Road
Brooks AFB, TX 78235-5363

SUBJECT: Field Oversight and Surveillance Plan for Contract F41624-95-D-8006-0030

1. The government designated person(s) performing technical oversight/surveillance shall visit the field work sites under this Task Order during field activities to evaluate compliance to Work Plan, Sampling and Analysis Plan and contract requirements.

a. Observations shall be documented on a "Construction Inspection Record", AF Form 1477 or other similar method. Entries are to include contractor activities, operation, compliance or non-compliance with the contract requirements, instructions given to contractor, problems or potential problems observed, materials delivered to job site, manpower on job site, special equipment used and any other information requiring documentation.

The government surveillance person shall document safety violations and immediately report emergency conditions to the remedial program manager and/or base safety office. Government property, either provided by the government or purchased by this contract effort, shall be documented when delivered and/or on hand for use. The care, handling, maintenance and security of government property shall also be documented.

The government surveillance person shall document any and all events of contractor actions giving the appearance of fraud, waste and/or abuse of government assets.

Entries will be factual and will not reflect the field surveillance person's opinion or conjecture.

b. Events of non-compliance requiring action shall be reported to the Contracting Officer (CO) and/or the Contracting Officer's Representative (COR) immediately by telephone and/or FAX for appropriate action. A formal written report of non-compliance activities shall be submitted within 3 working days.

c. A summary of all field documentation shall be forwarded to the COR monthly for review and incorporation into the official project folder. The person responsible for day-to-day technical oversight shall be responsible for ensuring that the COR receives a copy of the field documentation.

d. Number of visits to the work site shall be made regularly during field activities to ensure contractor compliance with contract requirements.

2. Each of the government designated persons performing technical oversight/surveillance is responsible only for providing technical oversight of contractor field activities and he/she does not have authority to direct the contractor in any way except when officially designated, in writing, by the contracting officer.
3. The COR shall be responsible for reviewing all field surveillance documentation and incorporating it into the project folder for future reference when certifying contractor invoices and DD250s. Carefully prepared surveillance documentation is a useful tool for cost monitoring.

| Signed |

CHARLES D. FRIEND, P.E.
Restoration Project Manager
AFCEE/ERD

OZONE DEPLETING SUBSTANCE (ODS) CERTIFICATION
F41624-95-D-8006, DO #0030

Pursuant to AFFARS 5310.002-71(90)(c), this requirement has been reviewed and to the best of my knowledge and belief, it does not require the contractor to use Class I ODSs identified in the AF policy in the performance of the effort, nor does it require the delivery of these Class I ODSs in any item or as part of any service.

Signature

DATE:

STATEMENT OF WORK

**RCRA FACILITY INVESTIGATION/ CORRECTIVE MEASURES
STUDY (RFI/CMS) AT FACILITY 18003 (swmu#c-091) AND SKEET
(SWMU # P-044)
SITES AND DISPOSAL PIT NEAR
FACILITY 1381**

(Project Numbers: DBEH1999 7063 and SXHT2000 7027)

for

CAPE CANAVERAL AFS, FL

Dated 14 Jan 00

A. CONTRACT LINE ITEM NO. 0008		B. EXHIBIT B		C. CATEGORY: TDP		TM		OTHER MGMT		
D. SYSTEM/ITEM PA/SI/RI/FS/RD CONTRACTS				E. CONTRACT/PR NO. F41624-95-D-8006/30/00			F. CONTRACTOR BEM SYSTEMS, INC.			
1. DATA ITEM NO. B003		2. TITLE OF DATA ITEM PROJECT PLANNING CHART					3. SUBTITLE PROJECT SCHEDULE			
4. AUTHORITY (DATA ACQUISITION DOC NO.) DI-MGMT-80507				5. CONTRACT REFERENCE SOW PARA 4.12-1.2				6. REQUIRING OFFICE AFCEE/ERD		
7. DD 250 REQ LT		9. DIST STATEMENT REQUIRED B		10. FREQ ASREQ		12. DATE OF FIRST SUB BLOCK 16		14. DISTRIBUTION		
8. APP CODE A				11. AOD BLOCK 16		13. DATE OF SUBSEQ SUB BLOCK 16		a. ADDRESSEE		
								b. COPIES		
								Draft		
								Final		
								Reg		
								Repro		
16. REMARKS Block 4: Data item description (DID) tailoring: Paragraph 10.3.1: Delete reference to the computer software tasks. Block 8: Only the first submittal requires approval. Block 11: Submit as of the kickoff meeting. Subsequent submittals shall be as of the change in schedule or as of the date requested by the COR. Blocks 12 & 13: Submit draft ten (10) calendar days after kick-off meeting. The government will require fifteen (15) calendar days for review of draft. The contractor shall incorporate any government comments and submit final five (5) days after receipt of government comments for final approval. Subsequent submittals shall be ten (10) days after date specified in block 11. Block 14: Reproducible copy shall be submitted on CD-ROM in IBM-compatible format.						AFCEE/ERD		1	1	1
						AFCEE/MSCD		LT	LT	0
						HSW/PKVBB		0	LT	0
						AFCEE/MSR (C/S)		1	1	0
						BASE POC		2	7	1
						SEE BLOCK 16				
15. TOTAL ---- >						4	9	2		
C. PREPARED BY AFCEE/MSCD				H. DATE 26-JUL-99		I. APPROVED BY CHARLIE D. FRIEND			J. DATE 26-JUL-99	

CDRL Table

CDRL DELIVERABLE SOW PARA.	DISTRI- BUTION	DELIVERY DATE	AFCEE /ERD	45CES/ CEVR	AFCEE/ MS	311thHSW/ PKVBB	DCMAO /ACO
A001 Status Report (Monthly Status Report) Para. 4.8.1	All	Submit the initial report 30 calendar days after the effective date of the DO, or the end of the Contractor's first cost accounting period. Subsequent reports shall be submitted monthly thereafter. The Performance and Cost Report and Monthly Status Report shall be submitted as one consolidated package with the monthly invoice.	1 copy	1 copy	1 copy to MSCD and MSR	1 copy	1 copy
A004 Technical Report (Work Plans) Para. 4.1.3	All	Submit draft and final reports in accordance with the approved project schedule. The gov't will require 30 days for review of draft and 14 days for review of final. Incorporate gov't comments and submit each revision within 30 days after receipt of gov't comments.	1 copy	15 copies	Cover Letter to MSCD	Cover Letter	-
A007 Technical Report (Confirmation Sampling) Para. 4.2.3	All	Submit draft and final reports in accordance with the approved project schedule. The gov't will require 30 days for review of draft and 14 days for review of final. Incorporate gov't comments and submit each revision within 30 days after receipt of gov't comments.	1 copy	15 copies	Cover Letter to MSCD	Cover Letter	-
A031 Color Photographs Para. 4.8.5	All	Submit with each applicable report.	1 copy	15 copies	Cover Letter to MSI	Cover Letter	-
B001 Master Integrated Program Schedule (MIPS) Para. 4.8.2	All	Submit the initial report 30 calendar days after the effective date of the DO, or the end of the Contractor's first cost accounting period. If any changes occur, submit revised report with the next monthly invoice package.	1 copy	1 copy	1 copy to MSCD and MSR	1 copy	1 copy
B003 ERPIMS Para. 4.8.3	All	Submit in accordance with the ERPIMS Data Loading Handbook	1 copy	1 copy	MSCD Cover Letter 1 copy to AFCEE/ MSC	Cover Letter	Cover Letter
B004 Presentation Materials Para. 4.8.4	All	Submit presentation material 10 days prior to scheduled presentation. The gov't will require 5 days for review and will forward comments by facsimile. Incorporate gov't comments and have final presentation material available at scheduled meeting.	1 copy	15 copies	Cover Letter to MSCD	Cover Letter	-
B005 Meeting Minutes Para. 4.8.6	All	Submit within 10 days of the government tasking.	1 copy	15 copies	Cover Letter to MSCD	1 copy	-
B006 Performance and Cost Report Para. 4.8.1	All	Submit the initial report 30 calendar days after the effective date of the DO, or the end of the Contractor's first cost accounting period. Subsequent reports shall be submitted monthly thereafter. The Performance and Cost Report, and Monthly Status Report shall be submitted as one consolidated package with the monthly invoice.	1 copy	1 copy	1 copy to MSCD and MSR	1 copy	1 copy



DEPARTMENT OF THE AIR FORCE
HEADQUARTERS AIR FORCE CENTER FOR ENVIRONMENTAL EXCELLENCE
BROOKS AIR FORCE BASE TEXAS

14 Jan 00

MEMORANDUM FOR 311th HSW/PKVBB

FROM: HQ AFCEE/ERD
3207 North Road
Brooks AFB, TX 78235-5363

SUBJECT: Government Points of Contact for Contract F41624-95-D-8006, Task Order 0030

1. The following list of government points of contact are provided to support the statement of work for the subject Task Order:

a. Contracting Officer/Buyer:

Sharon Money
311th HSW/PKVBB
3207 North Rd
Brooks AFB, TX 78235-5363
Phone: (210) 536-4523, DSN 240-4523
Fax: (210) 536-6408, DSN 240-6408
Sharon.money@hqafcee.brooks.af.mil

b. Contracting Officer's Representative and AFCEE Project Manager:

Charley Friend
AFCEE/ERD
3207 North Rd
Brooks AFB, TX 78235-5363
Phone: (210) 536-5284, DSN 240-5284
Fax: (210) 536-9026 DSN 240-9026
Charley.friend@hqafcee.brooks.af.mil

c. 45 CES/CEVR Point of Contact:

Mark Kershner
45 CES/CEVR
1224 Jupiter St.
Patrick AFB, FL 32925-3343
Phone: (407) 853-0964, DSN 467-0964
Fax: (407) 853-5435, DSN 467-5435
Mark.kershner@patrick.af.mil

2. If you have any questions, please contact me at (210) 536-5284.

| Signed |

CHARLES D. FRIEND, P.E.
Restoration Project Manager
AFCEE/ERD

SAMPLE CDRL MEMO

F41624-97-D-8018/0050

Foreward to Exhibits A, B, C

CONTRACT DATA REQUIREMENTS LIST (CDRL)

This distribution is applicable to all CDRLs in Block 14 of the DD Form 1423-1

DISTRIBUTION LIST

ADDRESSEE

AFCEE/ERD Attn: Mr/Ms Project Manager Name

AFCEE/MSI Attn: Data Management Library

AFCEE/MSR (C/S) Attn: Mr. Fred Flintstone

311HSW/PKVB
3207 North Road
Brooks AFB, TX 78235-5363

DFAS-Columbus Center
DFAS-CO/West Entitlement
P.O. Box 182381
Columbus, Ohio 43218-2381

Base POC:
POC Name
Division Symbol
Street Address
Base, State, Zip

PREPARED BY
AIR FORCE CENTER FOR ENVIRONMENTAL EXCELLENCE
ENVIRONMENTAL RESTORATION DIVISION (AFCEE/ERD)
BROOKS AFB, TX 78235-5363

PROJECT COST SUMMARY

RFI/CMS at Facility 18003 and Skeet
BEM Systems, F41624-95-D-8006-0030

SUMMARY

CATEGORY	AMOUNT	
LABOR		
BEM Loaded Labor	\$1,036,817.61	
OBG Loaded Labor		
Labor Subtotal		\$1,036,817.61
Other Direct Costs (ODC's)		
Travel	\$38,553.00	
Office Expenses	\$31,047.22	
Field Expenses	\$18,747.50	
Subcontractor Costs	\$478,960.00	
ODCs Subtotal		\$567,307.72
G&A		
CY-5 G&A @ 13.4%	\$363.68	
CY-6 G&A @ 13.5%	\$74,707.19	
CY-7 G&A @ 13.4%	\$1,501.75	
G&A Subtotal		\$76,572.62
Loaded ODCs Subtotal		\$643,880.34
TOTAL COST (Time and Materials)		\$1,680,697.95

I certify that this is an independent government estimate. In accordance with the Basic Contract, the negotiated G&A rate is applied to all ODCs excluding Critical Subcontract Labor.

| Signed |

Charles D. Friend
Restoration Project Manager
AFCEE/ERD

1/14/00

ASSUMPTIONS

Contractor:	BEM Systems Inc.
Contract:	F41624-95-D-8006-0030
Contract Type:	Time & Materials
Title:	RFI/CMS at Skeet (SWMU # 44) and Fac 18003 (SMWU # 91)
Proj #s:	DBEH19997063 and SXHT20007044
Location:	CAPE CANAVERAL AS & Patrick AFB, FL
	Facility 18003 Assumptions
TASK	ASSUMPTION
General	Period Of Performance: 20 months from award. Expected activity is from 15 Mar 2000 to 30 Apr 02.
General (G&A Rates)	Contract year CY5 is 13.4%, CY6 is 13.5%, and CY7 is 13.4%. The G&A rate is applied to all ODCs, excluding subcontractor costs for labor from attachments 2A, 2B and 2C from the basic contract.
General	Communications expense allows two calls/faxes per work day for status updates and project management activities for duration of contract.
General	9 progress meetings = 9 meetings. Each meeting will be attended by 1 person and last 1 days. Costs include preparing agenda/presentation materials and meeting minutes.
General	No airfare is assumed all travel will be within Florida.
General	Subcontractor rates based on comparisons of recent vouchers for similar activities conducted at CCAS.
Analytical:	Laboratory analytical prices are based on the most recent analytical quotes received for similar study contracts awarded for Cape Canaveral AS in FY99.
WBS:	
10.04	Equipment Rental: Horiba U-10 for 2.5 months at \$705 per month, MicroTip PID for 2.5 months at \$750 per month
10.04	Field Supplies \$1000 plus \$500 per week of field work
10.04	Length of field work: 10 weeks in CY6
10.04	Drilling: 8 shallow wells (18'), 8 intermediate wells (35'), 8 deep wells (65'), and 18 hydropunch to 60'
10.04	31 GW samples and 72 HP VOC samples
10.04	0 sediment and 0 surface water samples
10.04	0 biota samples
10.04	30 soil borings (sample 0-1' and depth) ----> 60 soil samples
10.04	Survey 102 points.

ASSUMPTIONS

Contractor: BEM Systems Inc.	
Contract: F41624-95-D-8006-0030	
Contract Type: Time & Materials	
Title: RFI/CMS at Skeet (SWMU # 44) and Fac 18003 (SMWU # 91)	
Proj #s: DBEH19997063 and SXHT20007044	
Location: CAPE CANAVERAL AS & Patrick AFB, FL	
Skeet Assumptions	
TASK	ASSUMPTION
General	Period Of Performance: 20 months from award. Expected activity is from 15 Mar 2000 to 30 Apr 02.
General (G&A Rates)	Contract year CY5 is 13.4%, CY6 is 13.5%, and CY7 is 13.4%. The G&A rate is applied to all ODCs, excluding subcontractor costs for labor from attachments 2A, 2B and 2C from the basic contract.
General	Communications expense allows two calls/faxes per work day for status updates and project management activities for duration of contract.
General	9 progress meetings = 9 meetings. Each meeting will be attended by 1 person and last 1 days. Costs include preparing agenda/presentation materials and meeting minutes.
General	No airfare is assumed all travel will be within Florida.
General	Subcontractor rates based on comparisons of recent vouchers for similar activities conducted at CCAS.
Analytical:	Laboratory analytical prices are based on the most recent analytical quotes received for similar study contracts awarded for Cape Canaveral AS in FY99.
WBS:	
10.04	Equipment Rental: Horiba U-10 for 2 months at \$705 per month, MicroTip PID for 2 months at \$750 per month, 6 radiophones for 2 months @ \$100/mo ea
10.04	Field Supplies \$1000 plus \$500 per week of field work
10.04	Length of field work: 8 weeks in CY6
10.04	Drilling: 3 shallow wells (18'), 6 intermediate wells (35'), 6 deep wells (65'), and 0 hydropunch to 60'
10.04	17 GW samples and 0 HP VOC samples
10.04	40 sediment and 40 surface water samples
10.04	6 biota samples
10.04	27 soil borings (sample 0-1' and depth) ----> 54 soil samples
10.04	Survey 109 points.



GUARDIANS OF THE HIGH FRONTIER

DEPARTMENT OF THE AIR FORCE
45TH SPACE WING (AFSPC)

MEMORANDUM FOR AFCEE/ERD
ATTN: MR. CHARLEY FRIEND
3207 NORTH ROAD
BROOKS AFB, TX 78235-5363

Nov 09 1999

FROM: 45 CES/CE
1224 Jupiter Street
Patrick AFB FL 32925-3343

SUBJECT: Generic Base Support Items for the 45th Space Wing (45 SW) Installation Restoration Program (IRP)

1. This memorandum is to identify generic Base Support items that will be provided in conjunction with any new IRP contracts you administer for the 45 SW.

2. The following is a list of specific items of support that we will provide:

a. With at least two weeks' notice, locate underground utilities and issue Base Civil Engineering Work Clearance Request (AF Form 103) to IRP contractor prior to commencement of digging or drilling.

b. Assign areas for non-hazardous materials within the installation to which the contractor can deliver. The contractor is responsible for providing all necessary containers (55-gallon drums) for transporting the containerized material to the accumulation point, and for providing general housekeeping measures at the staging site.

c. Provide the contractor with existing engineering plans, drawings, diagrams, aerial photographs, digitized map files, etc., to facilitate evaluation of IRP sites under investigation.

d. Arrange for the following:

(1) Personnel identification badges, vehicle passes, and/or entry permits.

(2) Safety training classes for the purpose of allowing access within secure or hazardous areas.

(3) A secure staging area (approximately 1000 square feet) for storing equipment and supplies.

(4) A supply (e.g., fire hydrant and stand pipe) of large quantities of potable water for borehole flushing and equipment cleaning.

(5) A paved area where drilling equipment can be cleaned and decontaminated. A source of potable water (i.e., ordinary outdoor water faucet) and a 110/115 VAC electrical outlet within reach of the paved area will be provided for steam cleaner hookup. This site is to be used for the decontamination of petroleum and/or non-hazardous contaminated waste sites. Drainage from this paved area will be through an oil/water separator to a sanitary sewer.

(6) A set of keys to the locks on any existing test/monitoring wells.

(7) As required, provide escorts for contractor personnel working in secured areas.

3. If you have any questions, the points of contact for this subject are Mr. Ed Worth, DSN 467-0965, and Mr. Mark Kershner, DSN 467-0964.

| Signed |

JOHN H. MORRILL, Lt Col, USAF
Range/Base Civil Engineer



DEPARTMENT OF THE AIR FORCE
HEADQUARTERS AIR FORCE CENTER FOR ENVIRONMENTAL EXCELLENCE
BROOKS AIR FORCE BASE TEXAS

20 Jan 00

MEMORANDUM FOR 311th HSW/PKVBB

FROM: HQ AFCEE/ERD
3207 North Road
Brooks AFB, TX 78235-5363

SUBJECT: Contracting Officer Representative (COR) Designation, Contract # F41624-95-D-8006-0030

Reference: Attached Purchase Request Package

Request you designate Charles Friend as the COR for the Task Order when it becomes effective. Mr. Friend currently serves as the COR for other Task Orders. Mr. Friend has and continues to demonstrate knowledge and understanding of the COR responsibilities through the management of his current projects. Mr. Friend has received the necessary COR training.

| Signed |

ARDYCE M. CLEMENTS, Capt, USAF
Program Coordinator
AFCEE/ERD

Attachment:
Purchase Request Package

APPENDIX D: Handbooks and Guidelines

D-1 Simplified ABSS Guidelines

D-2 Project Number Standardization

D-3 Evaluation Guidelines for Award Fee

**SIMPLIFIED AUTOMATED BUSINESS SERVICE SYSTEM (ABSS)
GUIDELINES
FOR**

3P+, PA-RD, or RA Contractor PURCHASE REQUESTS (PRs)

INITIALIZING SYSTEM

1. **First, locate the ABSS icon on your desktop.**

(If the ABSS icon cannot be located, please call the help desk at x3518 or contact your division ABSS representative)

ERD: Margo Adams x5277

ERB: Jerry Bingham x4002

ERC: Craig Peterman x5221

2. **DOUBLE CLICK THE “ABSS ICON.”** The “Login Screen” should appear.
3. **ENTER YOUR USER ID AND PASSWORD** (all lower case letters).
[example username: airmanj – password: zxcv76] *If you do not have a user identification number and/or password, contact your division ABSS representative.*
4. Select **“BUSINESS”** from the top screen menu (located on top left). A drop down menu will appear.
5. Select **“FINANCIAL TRANSACTIONS.”**
6. Select **“ENTRY”** from the top menu bar and the select **“AFMC Form 36 – Purchase Request.”** A blank AFMC Form 36 PR Form Screen should appear. The basic organizational information should also appear (date, name, appropriation FY, and status) on screen.

Note: If you have a PR package that was not approved, once you enter your password, your last PR package will appear on your screen. See the next section on how to enter data.

ENTERING DATA

7. To begin, your cursor should already be in the **“Form No. Prefix”** block. If not, click the block so your cursor will appear in the block. Now enter **“FY7624-00-9.”** Hit **TAB** to go to the next entry. The “00” represents FY00. The document prefix for FY01 will contain “01.”
8. In the **“Appropriation FY”** block, **“2000”** should already be entered. If not, type **“2000,”** then hit **TAB** to go to next entry.

9. In the “Purpose” block, the following information should be entered into the block:

Funds Source (616 or MIPR or OBAN); 616 Number (or MIPR Number); Contract Number – DO; FY__; Fund Type (i.e., ERA); Last name of MSR Analyst

For example, your “Purpose” block should look something like this:

Purpose: AF616; HO6991182; F41624-97-D-8012-022; FY00; ERA; Jane Budget

10. Tab to “Proc Acty.” ENTER “F41624.”
11. Tab over to “Type PR.” ENTER “3Z.”
12. Tab to “Priority” ENTER “R.”
13. Tab to “Codes” ENTER “ERD, Lt Col Division Chief, 4-5555.”
14. Tab down to “Remarks” ENTER INFORMATION INCLUDING:
Contract Number/Contractor Name
Project Number and Title
Base, State
Start Date: xxxxxxxx End Date: xxxxxx
Forward copy of obligation documents to: Base POC,
AFCEE/ERD, MSR and MSCD
PR Complete

For example, Remarks Block should look like this:

Remarks	Contract Number : F41624-97-D-8012 Task Order: 0022 Mod No: 0 Contractor: GTI XXXX-00-1234; Remedial Investigation for Some Site Somewhere Air Force Base, Texas Start Date: 18 Dec 99 End Date: 18 Dec 00 Forward Copy of Obligation document to AFCEE/ERD/MSR; FFAS-SA/FPD, 500 McCullough Ave, San Antonio, TX 78215-2100; and HQ USAFE/CEVC, Ramstein AB, GE, APO AE 09094 ALL OBLIGATION DOCUMENTS MUST HAVE THE FOLLOWING FCA INFO: AF616 H06991182, Issued: 17 Oct 00, Expires: 30 Sep 01, \$50,000.00 PR COMPLETE
---------	--

15. In footer, press F9 and select the Funds Propriety statement. Edit it using the notepad icon at the top of the page if necessary.

16. Once you're finished entering the Remarks section, you must now enter line items. Look to the upper right corner of the screen and you'll see the "Supplemental Files," "Line Items," "Acct Class," and "Notes" buttons.

Click the "**Line Items**" button on upper right corner. The Line Item Screen Appears. This screen lists line items with a "yellow highlight" on the line item that is selected. The cursor should be at the first line item number box. **ENTER THE FIRST CLIN NUMBER FROM BASIC CONTRACT (example, for CLIN 0001, ENTER "1").**

17. Tab over to "Suffix." ENTER "R."
18. Tab to "Desc" block. ENTER the description of the CLIN noun from basic contract.

For example, the "Desc" block should look something like this:

Desc: Full Service Environmental Remediation Efforts

19. Once you have completed the "Desc" block, click the "Unit" block so your cursor appears in that block. Delete "**EACH**," and type "**LO**" instead.
20. Tab to "Qty." ENTER "1."
21. Tab to "Price." ENTER LINE ITEM (CLIN) COST (example, For \$50,000.00, enter 50000)
22. Tab to "Des." ENTER "R."
23. Tab to "Schedule." ENTER END DATE OF PROJECT (day-month-year, example,
31 Dec 00)
24. Tab to "To." ENTER "FY7624."
25. Tab to "For." ENTER "FY7624."
26. **LEAVE DATA BLOCK BLANK**
27. When completed with the first line item, repeat the process from Step 15 – 25 for all other contract line items in the succeeding blocks below.

28. When completed with adding all contract line items, click the “RETURN” button in upper right corner. The screen prompt will ask you if you want to save changes. Click “YES.” It will then say “Transaction complete.” Click “OK.” This will bring you back to the initial Data Entry Screen. The screen will indicate that the PR was applied and saved. Select “OK.”

ACCOUNTING CLASSIFICATION

29. Now click the “Acct Class” button in upper right corner. The “Fund Type Selection” screen should appear. Click the ERD appropriate fund type. If the funds are O&M or ERA (appropriation 3400), click the circle next to “FUND Type L.”
30. The Fund Type L screen will appear. Now click on the highlighted yellow “Amount” block. ENTER AMOUNT OF PR (example, for \$200,000.00, enter 200000)

If you want to print a copy of the PR form without routing the form, select “Return” in the top right.

If you want to route the PR, click the “Route” button from the top of the screen.

ROUTING

31. Click “ROUTE” button from the top of the screen. The “Routing List” screen appears. Select the appropriate route from the route list.

For 3P+, PA-RD, RA Contractors (All 616/MIPRs)—Click on “ERD \$616/MIRP.” This will now be highlighted in yellow.

Note: Before you submit the PR, you should record the PR number on a sheet in the DO book for future reference.

32. Click the “Submit” button. The screen will indicate that the transaction was submitted successfully. You should receive a confirmation email within 24 hours of submittal also indicating that the transaction was submitted successfully.

PROJECT NUMBER STANDARDIZATION

THREE SCENARIOS FOR IMPLEMENTATION

1. **Official Project Numbers provided by Customer** (Air Staff, MAJCOMs, NASA, etc) The "official" format may fit 3 different scenarios. Please note that some customers add "suffixes" for additional identification purposes. Add suffixes to the Project Numbers as provided by our Customers.
 - a. **The first format:**
XXXX FYFY ##### (or XXXX FY #####)
For example: AGGN20007051 or AGGN007051, where
AGGN is the DOD code for the installation
2000 is the FY (standardize on 4 digit year)
7051 is the sequence number
 - b. **The second format:**
XXXX FYFY ABCD (or XXXX FY ABCD)
For example: AGGN20006P98 or AGGN006P98, where
AGGN is the DOD code for the installation
2000 is the FY (standardize on 4 digit year)
6P98 is the sequence number
 - c. **The third format:**
OS#####
For example: OS20007051, where
OS is a "must pay" priority
20007051 is the sequence number
2. **No project number provided by customer or AFCEE Funds.** Project Manager has the option to track Task Orders directly, without Project Numbers. If the Project Manager chooses, he may create a project number for tracking purposes based on the following:

XXXX FYFY ABCD
For example: AGGN20008001, where
AGGN is the DOD code for the installation (A master list is available if needed.)
2000 is the FY (standardize on 4 digit year)
8001 is an AFCEE sequence number (Data Specialists will provide all sequence numbers.)
3. **In-house AFCEE work.** This is to track work performed by AFCEE personnel instead of Contractors. The Project Manager may create a project number based on the following:
AFCE FYFY ABCD
For example: AFCE20009001, where
AFCE is the DOD code for AFCEE
2000 is the FY (standardize on 4 digit year)
9001 is an AFCEE sequence number (Data Specialists will provide all sequence numbers.)

AFCEE WORLDWIDE REMEDIAL ACTION AWARD FEE MANAGEMENT PLAN EVALUATION GUIDELINES

TECHNICAL PERFORMANCE

Key Evaluation Criteria:

- Unsatisfactory – Failure to meet contractual requirements and unresponsiveness to the needs of the Government, with incomplete materials having an adverse impact on the program.
- Satisfactory – Contractor-prepared materials well understood; solid technical content; consistent high quality; few corrective actions needed and, where needed, solved with minimum cost/schedule impact; demonstrated keen insight in anticipating potential problems; deliveries occurred on time.
- Excellent – Contractor-prepared materials exceeded expectations; provided excellent service; demonstrated initiative to resolve problems with no impact on program; focused on needs and best interest of program; showed keen insight and thorough understanding in application of innovative technical approaches; maximized use of resources for efficiency and reduced cost; delivered high-quality product on time; all key parameters considered; no deficiencies associated with the quality of work noted; no adverse impact to construction schedule and/or estimated cost noted.

Unsatisfactory (0-50)

Satisfactory (51-90)

Excellent (91-100)

1. Site-Specific Quality Program Plans (QPPs)

= Site-specific QPPs are incomplete, contain inaccuracies, and/or fail to comply with the contract level QPP
 =The site-specific QPP requires extensive effort to correct problem areas
 = Deficiencies in the quality of work adversely impact the contractor's ability to complete the remediation work on time and/or at the estimated cost

= Site-specific QPPs are complete, accurate, and comply with the contract level approved QPP
 = Deficiencies in the quality of work are minor with limited adverse impact to construction schedule and/or estimated cost

= Site-specific QPPs are complete, accurate, and exceed compliance requirements of the contract level approved QPP is approved when initially submitted
 = No deficiencies associated with the quality of work are noted; no adverse impact to construction schedule and/or estimated cost are noted.

2. Schedule Compliance

= Fails to meet major and minor project milestones established in the Critical Path Method (CPM) schedule subject to the control of the contractor
 =Schedule updates are not coordinated with all participants consistently
 = CPM schedule is not submitted on time and/or requires correction resulting in time delays and increased cost to the Government

= Meets all major and minor project milestones established in the CPM schedule subject to the control of the contractor
 = Schedule updates are coordinated with all participants
 = CPM schedule is submitted on time and with only minor deficiencies
 = Critical tasks are identified easily

= Meets all major and minor project milestones and exceeds most milestones as established in the CPM schedule subject to the control of the contractor
 = Schedule updates are coordinated with all participants
 = CPM schedule is submitted ahead of time and with no deficiencies
 = Critical tasks are identified easily

AFCEE WORLDWIDE REMEDIAL ACTION AWARD FEE MANAGEMENT PLAN EVALUATION GUIDELINES

TECHNICAL PERFORMANCE (Concluded)		
Unsatisfactory (0-50)	Satisfactory (51-90)	Excellent (91-100)
3. CDRL Compliance		
<ul style="list-style-type: none"> = Technical/periodic reports and other deliverables data are not submitted in accordance with the Contract Data Requirements = Format is not easily understood = Discrepancies are major and require extensive time and effort to correct 	<ul style="list-style-type: none"> = All technical/periodic reports and other deliverables data are submitted in accordance with Contract Data Requirements = Format is easily understood = Discrepancies are minor and easily corrected 	<ul style="list-style-type: none"> = Technical reports and other deliverables data are submitted on schedule with most well ahead of schedule = Format is complete, clear, concise, technically accurate, and easily understood = Far exceeds Contract Data Requirements
4. Shop Submittals and Drawings		
<ul style="list-style-type: none"> = Shop submittals and drawings do not meet specifications = Deficiencies adversely impact schedule and estimated cost 	<ul style="list-style-type: none"> = All shop submittals and drawings are accurate, complete, and meet QPP requirements and specifications = Deficiencies are minor with no impact to schedule or estimated cost = Corrections are made as required 	<ul style="list-style-type: none"> = All shop submittals and drawings are accurate, complete, and exceed expectations = No deficiencies are evidenced that impact schedule or estimated cost = Any corrections are very minor and are corrected quickly and easily
5. Proposal Preparation		
<ul style="list-style-type: none"> = Proposals are submitted late = Proposals are sometimes unacceptable = The change process does not proceed without adverse impact to estimated costs and schedule 	<ul style="list-style-type: none"> = Acceptable proposals are submitted in a timely manner = The change process proceeds with no adverse impact to estimated costs and schedule 	<ul style="list-style-type: none"> = High quality proposals are submitted in a timely manner = The change process proceeds with no adverse impact to estimated costs and schedule = No deficiencies for completeness and accuracy are noted

AFCEE WORLDWIDE REMEDIAL ACTION AWARD FEE MANAGEMENT PLAN EVALUATION GUIDELINES

ORGANIZATION AND MANAGEMENT

Key Evaluation Criteria:

- Unsatisfactory – Failure to meet contractual requirements and unresponsiveness to the needs of the Government.
- Satisfactory – Anticipated and identified problems; took actions to minimize impacts; identified most-to-all activities in at least general terms; no attention required to assure program objectives were met; reasonable/timely response to task order showing good understanding or required scope; worked with AFCEE and HSC/PKB to ensure timely completion of job, with few impasses or identified issues; good organization to manage subcontractors' identified and resolved problems in a timely manner, with little program impact; subcontractor services acceptable to above average; team had good experience with strengths remaining consistent even through personnel and organization changes; met all major/many minor milestones, some ahead of schedule; proactive in coordinating activities.
- Excellent – Anticipated and resolved potential problems before adverse impacts occurred; consistently reasonable/timely response to task order; used innovative approaches to maximize output at minimum cost and use of resources; team player, actively establishing excellent relationship with AFCEE and HSC/PKB, identifying and resolving uses without direct Government intervention; substantial experience in managing subcontractors; schedule and cost variances remained positive compared to projections; identified and resolved problems early, with no program impact, subcontractor services excellent; team strength always consistent with or better than contractor's proposal; exceeded contract QA requirements; consistently high quality deliverables and process.

Unsatisfactory (0-50)

Satisfactory (51-90)

Excellent (91-100)

1. Management Practices

= Identifies problems in a timely manner
= Solutions, when and if implemented, have negative impact on cost and schedule

= Problems are identified in a timely manner
= Provides sufficient information on alternative solutions
= Solutions are implemented with limited impact to estimated cost and schedule

= Practices proactive management to identify and anticipate problems prior to adverse impact
= Provides organized and detailed alternatives including risk assessment, trade-off analysis, plan of action, and implementation schedule
= Solutions are implemented without impact to estimated cost and schedule

AFCEE WORLDWIDE REMEDIAL ACTION AWARD FEE MANAGEMENT PLAN EVALUATION GUIDELINES

ORGANIZATION AND MANAGEMENT (Concluded)		
Satisfactory (51-90)	Excellent (91-100)	
2. Personnel Management		
<p>= Organizational structure fails to assign qualified personnel with duties, responsibilities, and authority necessary to achieve project goals</p> <p>= Lines of communication fail to facilitate timely exchange of both technical and contractual information in order to meet project goals</p>	<p>= Organizational structure provides for qualified personnel with duties, responsibilities, and authority necessary to achieve project goals</p> <p>= Lines of communication facilitate timely exchange of both technical and contractual information in order to meet project goals</p>	<p>= Organizational structure provides for highly qualified personnel with duties, responsibilities, and authority necessary to achieve project goals ahead of schedule and within estimated cost</p> <p>= Lines of communication are well defined and clearly understood and always facilitate rapid exchange of both technical and contractual information in order to meet project goals</p>
3. Small Business Subcontract Management (This element does not apply to small business contractors)		
<p>= The contractor has submitted an acceptable Task Order Subcontracting Plan (if required); however, they are not actively working toward meeting the goals and/or have failed to meet the goals contained in the Task Order plan or contract master plan, as applicable. If the work is being accomplished at a military installation being closed or realigned under a base closure law, the contractor is not actively pursuing subcontracts with contractors located in vicinity (county and adjacent counties) of the installation where the actual work is performed.</p>	<p>= The contractor has submitted an acceptable Task Order Subcontracting Plan (if required) and is actively working toward and/or is meeting the goals contained in the Task Order plan or contract master plan, as applicable. If the work is being accomplished at a military installation being closed or realigned under a base closure law, the contractor is actively pursuing subcontract with contractors located in the vicinity (county and adjacent counties) of the installation where the actual work is performed.</p>	<p>= The contractor has submitted an exceptionally detailed Task Order Subcontracting Plan (if required) and is aggressively pursuing and/or is far exceeding the goals contained in the Task Order plan or contract master plan, as applicable. If the work is being accomplished at a military installation being closed or realigned under a base closure law, the contractor is aggressively pursuing subcontracts with contractors located in the vicinity (county and adjacent counties) of the installation where the actual work is performed.</p>

AFCEE WORLDWIDE REMEDIAL ACTION AWARD FEE MANAGEMENT PLAN EVALUATION GUIDELINES

COST CONTROL AND REPORTING

Key Evaluation Criteria:

- Unsatisfactory – Failure to meet contractual requirements and unresponsiveness to the needs of the Government.
- Satisfactory – Cost control and staffing projections met proposed scope; timely corrective actions; worked cost reductions when directed by AFCEE or HSC/PKV, sometimes taking initiative in reducing costs.
- Excellent – Actively pursued cost control and reduction; immediately reported cost or funding impacts; cost and funding inputs always complete and thoroughly understood.

Unsatisfactory (0-50)

Satisfactory (51-90)

Excellent (91-100)

1. Cost Control Program

= Does not have in place an adequate cost control program
 = Is unable to reduce the cost impact resulting from schedule delays
 = Fails to identify problem areas and minimize schedule delays

= Has in place a cost control program that provides a mechanism to reduce the overall cost

= Has a clear understanding of the need to maintain cost control
 = Actively pursues cost containment and reduction through innovative approaches and superior management of resources

2. Problem Identification

= Often fails to take actions to minimize cost/schedule impacts or to notify the Government when problems are discovered
 = Program experiences adverse cost/schedule impacts due to the contractor's inaction

= Recognizes problem areas and notifies the Government in a timely manner
 = Assists the Air Force in implementing corrective action to reduce cost
 = Uses resources to ensure that contract performance results in completion with minimal schedule disruption and impact to overall program cost

= Notifies the Government immediately of significant problems
 = Is proactive in assisting the Government with problem identification
 = Interacts with the Government to develop viable resolutions and overcome delays without additional cost

AFCEE WORLDWIDE REMEDIAL ACTION

AWARD FEE MANAGEMENT PLAN EVALUATION GUIDELINES

COST CONTROL AND REPORTING (Concluded)		
Unsatisfactory (0-50)	Satisfactory (51-90)	Excellent (91-100)
3. Cost Proposals		
<ul style="list-style-type: none"> = Cost proposals are not traceable = Cost proposals do not typically contain sufficient detail to support in-depth analysis = The basis for estimates is sometimes missing = Detailed analysis for subcontractor costs is sometimes missing 	<ul style="list-style-type: none"> = Cost proposals are traceable = Cost proposals customarily contain sufficient detail to support in-depth analysis = The basis is provided for cost estimates = Detailed analysis is regularly provided for subcontractor costs 	<ul style="list-style-type: none"> = Cost proposals are timely = Cost proposals are well-constructed and contain sufficient detail to support in-depth analysis = The basis is provided for all cost estimates = Detailed analyses are provided for subcontractor costs
4. Cost Data Reports		
<ul style="list-style-type: none"> = Cost data reports are frequently incomplete or incorrect and do not provide an accurate overview of overall contract costs = Reports are continually late = Contract administration and oversight reflect significant deficiencies and noncompliance with the Federal Acquisition Regulations = Failure to take corrective action to resolve noncompliance issues causes additional cost to the Government 	<ul style="list-style-type: none"> = Cost data reports are complete, accurate, current, and submitted in a timely manner = Reports provide information relative to overall contract costs = Contractor demonstrates sensitivity to compliance with the Federal Acquisition Regulations 	<ul style="list-style-type: none"> = Cost data reports are always complete, accurate, and understandable = Reports are submitted ahead of schedule = Reports provide reliable detail as to specific elements of program costs = Contract administration, estimating system surveillance, and oversight monitoring result in no deficiencies or audit problems in maintaining compliance with the Federal Acquisition Regulations = Contractor takes initiative to provide all useful and necessary data